![Scottish Borders Council logo]

CORPORATE TRANSFORMATION PROGRESS REPORT

Report by Executive Director

SCOTTISH BORDERS COUNCIL

20 February 2018

1 PURPOSE AND SUMMARY

1.1 **This report:**

- **Updates Members on the delivery of the Corporate Transformation Programme over the last year**

- **Sets out proposed changes to ensure that the programme remains best placed to respond to the challenges facing the Council, and is aligned to the plans and priorities of the new Administration**

1.2 The Corporate Transformation Programme is designed to help achieve our 8 Corporate Priorities and deliver significant savings set out in the 5-year Financial Plan.

1.3 The Programme and previous Business Transformation projects –has delivered substantial change and is on target to deliver **£35.5 m** in savings since 2013/14.

1.4 The Programme currently comprises the 14 sub-programmes and projects including digital and workforce transformation, Children and Young people, Information management, Alternative Service Delivery models, the Integration of Health and Social Care and realising the benefits of investment in the Borders railway. Regular progress updates are provided on a quarterly basis to the Council Executive Committee Progress against each of these 14 projects over the last year is set out in section 4 below.

1.5 Highlights of the programme to date include:

(a)   The Borders Railway – opened in September 2015

(b)   The ICT Review and CGI Contract

(c)   SBCares –operational from April 2015

(d)   Integrated Culture & Sport Trust –operational from April 2016

(e)   Integration of Social Care & Health –operational from April 2016

(f)   On-line Payments in Schools –operational from April 2016

(g)   School Estate – 5 new State-of-the-art schools

(h)   Street Lighting –16,000 streetlights replaced with LED to date

1.6 Looking to the future, the Council will continue to face major challenges and opportunities. Our mainly rural geography and increased demand for services from an ageing population poses specific challenges to service delivery and redesign.   These mean that we will need to achieve a further **£32.5m** of savings over the next 5 years to balance the financial plan.

1.7   The programme, in its current form, is well established however a number of factors make this an appropriate time to take stock and reshape the way it is configured. These factors include:

(a)   Aligning the programme with the priorities and ambitions of the new Administration as set out in "Connected Borders".

(b)   Aligning the programme to support the delivery of both the newly revised Corporate Plan and 5-year Financial Plan 2018/19 – 2022/23.

(c)   Mainstreaming transformation Projects to so that redesigned services become business as usual.

(d)   Taking the opportunities to merge existing projects as they have now reached a point where their inter-dependencies make a compelling case to bring them together.

(e)   Better focus on a reduced number of projects to ensure that resources are used in the most effective way for maximum benefit.

1.8   The report proposes a revised programme structure with 5 re-focussed and simplified strands as follows:

- Digital Transformation
- Workforce Transformation
- Children & Young People
- Corporate Landlord (incorporating Property & Assets and Energy Efficiency)
- Health & Social Care (incorporating Adult Services)

2   RECOMMENDATIONS

2.1   **I recommend that Council**

(a)   Note progress in delivering the programme

(b)   Agree the role of the programme in delivering the corporate plan and the Council's 5-year financial plan

(c)   Agree the planned activity for the programme in the year ahead

(d)   Agree that the Executive Committee continue to receive quarterly monitoring reports in respect of Programme delivery alongside Performance Management and Budget Monitoring.

3   BACKGROUND

3.1   The Corporate Transformation Programme sets out a far-reaching programme of change which helps achieve our 8 Corporate Priorities and the delivery of the significant savings set out in our 5-year Financial Plan.

3.2   Building on the previous Business Transformation approach, the Programme – together with a range of service improvement and efficiency initiatives across all Council services – has delivered substantial change and is on target to deliver **£35.5 m** in savings over the last 5 years.

3.3   This is the third annual report on the Corporate Transformation Programme. The Programme was initially approved by Council on 12 February 2015 and the first annual report was presented to Council on 11 February 2016.

3.4   The Programme currently comprises the 14 sub-programmes and projects set out in table 1 below. Progress against each of these 14 projects over the last year is set out in section 4 below.

Table 1 – The 14 Sub-Programmes and Projects of the Corporate Transformation Programme

1. Digital Transformation	8. Integration of Health & Social Care
2. Workforce Transformation	9. Railway Programme
3. Children & Young People	10. Localities
4. Adult Services	11. Waste Management
5. Information Management	12. Transport
6. Alternative Service Delivery Models	13. Energy Efficiency
	14. Property & Assets
7. Co-Production	

3.5   As well as supporting the delivery of £35.5m savings, the programme – over its lifetime – has already realised significant achievements including:

(a)   **The Borders Railway** – which opened in September 2015.

(b)   **The ICT Review -** which completed in March 2016 resulting in the CGI Contract establishing a digital services partnership and attracting significant inward investment including the planned creation of 200 jobs in the Borders.

(c)   **SB Cares** – which went live in April 2015.

(d)   **Integrated Culture & Sport Trust** – which became operational from April 2016.

(e)   **Integration of Social Care & Health** – which became operational from April 2016, has established locality working groups in each of the 5 Health & Social Community Planning Localities, with work progressing to develop to develop co-located integrated teams. The annual performance report for integration will be published by 31 July 2017.

(f)   **On-line Payments in Schools** – became fully operational in April 2016 following 4 successful implementation phases from October 2014. (Scottish Borders Council became the first Scottish local authority – and remains the only authority – to have implemented on-line payments across all of its schools).

(g)   **School Estate** – State-of-the-art schools opened across the borders – Kelso High School, Langlee Primary School, Broomlands Primary

School, Duns Primary School and Leader Valley School.

(h) **Street Lighting** – to date, 16,000 (76%) streetlights have been replaced with the more efficient (around 60% less energy) LED technology by the Street Lighting Team. Installations to date have saved over 3 million kWhs in energy consumption and over 200 Tonnes of carbon emissions since the project began.

3.6 The Council's Corporate Management Team leads the Programme, acting as the Programme Board and focussing on Programme delivery alongside service performance and the monitoring of the financial plan. This helps to ensure that the Programme delivers both the savings required and improvements to services. The Executive Committee monitors the Programme through quarterly progress reports.

4 REVIEW OF PROGRESS

4.1 **Digital Transformation** – This Programme sits at the core of the Corporate Transformation Programme. Progress over last year includes:

(a) **Business World** - the new integrated Finance, HR and Procurement system went live. This implementation is a major change to the way we operate, affecting the entire business. Work continues to develop and roll out the features available. This project will continue to be a catalyst for extensive changes and efficiencies within our back-office services.

(b) **Digital Customer Access Programme** – work continues with CGI to develop our online services. This programme will be critical in enabling services and information to be accessible over the web on an anytime anywhere basis and to enable flexibility and efficiencies.

(c) **Business Intelligence** – the Business Intelligence project has been established and is initially focussed on the development of a solution for Children & Young People. The project brings together data from multiple systems to give a better, more timely, insight into issues and trends enabling quicker and more informed decision-making and early intervention and prevention.

(d) **Office 365** - We have made good progress in preparations for our migration to Office 365, which will be rolled out in 2018. This will enable greater opportunities for flexibility and efficiency in how we work.

(e) **Electoral Registration** – We delivered a new system which streamlines the canvassing process.

(f) **Printer Rationalisation –** significant progress has been made in reducing the number of printers and associated printing costs across the organisation.

(g) **High School Broadband –** new high speed broadband has been delivered to all of our high schools to support digital learning and allowing pupils to bring their own devices.

(h) **Online Parents Evening Booking** – a new booking system has been delivered which has greatly simplified the process for parents and staff.

(i) **Broadband & Mobile Connectivity –** work continues with national bodies to improve the broadband and mobile connectivity across the Borders.

(j) **Digital Charter –** we have signed up to the Scottish Council for Voluntary Service's Digital charter which commits us to helping staff

and citizens to embrace the advantages of new technology.

4.2 **Workforce Transformation** – Progress over the last year includes:

(a) People Planning - The Council's Strategic People Plan was published. Resource packs, bringing together People, Financial and Business Planning were developed. A new rota system for home carers was introduced.

(b) Pool Cars – A trial fleet of 15 pool cars was introduced in July last year. Initial monitoring shows that vehicle usage is significantly higher than anticipated with vehicles projected to achieve 15,000 miles per year (originally projected to achieve between 8,000 and 10,000 miles). Subject to evaluation in early summer, proposals will be developed to expand the fleet at HQ and in the localities. The potential to make the cars available to the public via a car club scheme will also be explored.

(c) Overtime – A project to look at reducing the use of overtime has been established and is focussing on those areas with highest overtime costs. The project is also looking at the potential to establish a flexible pool of staff that can be accessed to meet demand in the care sector and how this model might be applied in other areas.

4.3 **Children & Young People Programme** – Progress over the last year includes:

(a) School Estate Review

- New schools at Kelso High, Leader Valley, Langlee Primary, Duns Primary and Broomlands Primary

- Following extensive community engagement, funding has been secured and planning permission gained to create an Intergenerational Learning Campus in Jedburgh.

- Statutory consultation on the proposal to close St. Margaret's Roman Catholic Primary School in Hawick has recently concluded and Education Scotland will prepare a report on their recommendations. A consultation outcome report will then be published outlining the full results of the consultation and next steps.

- A 'School Estate Review Next Steps 2017/18' Report was presented to Executive in November outlining future activity.

(b) Business Support in Schools Review

- New structures and staffing arrangements for School Offices were implemented in August 2017. Transition to the new model continues with a review of processes ongoing.

(c) Early Years

- A successful trial of the offer of 1,140 hours of early learning and childcare was held at Philiphaugh.

- A further six settings – Coldstream, Greenlaw, Eyemouth, Langlee, Burnfoot and Kirkhope – delivered options for 1,140 hours from August 2017.

- A Service Delivery and Implementation Plan was submitted to Scottish Government in relation to the Council's approach to increase funded early learning and childcare provision from 600 to 1,140 hours for all 3 and 4 year olds and eligible 2 year olds.

- A Report was submitted to Executive in November setting out

options for Phase 3 of the plan which will commence in August 2018, and for further phases thereafter.

(d) Children & Families Social Work Service

- This Service has now been fully re-designed and new structures implemented. Office accommodation and business support arrangements are in place to support the new approach.

4.4 **Adult Services Programme** – Progress over the last year includes:

(a) Waverley care home refurbishment has delivered a number of improvements including 26 en-suite rooms, improved sluice facilities, improved fire safety, a new nurse call system and full redecoration.

(b) Recommissioning of Craw Wood as Discharge to Assess (DTA) unit was undertaken at short notice and has delivered capacity for 15-24 patients. The DTA unit helps to relieve pressure on BGH beds and provides a more suitable environment for patients to be assessed for their care at home needs.

(c) Financial Plan savings have been delivered and will continue to be delivered through the Joint Transformation Programme with NHS.

4.5 **Information Management Project** – The project is now complete. Protocols, guidance and processes are in place including data-sharing agreements. An Information Asset Register is established with identified and appropriately-trained Asset Owners. The Council is compliant with legal and best practice standards and operational management will now be taken forward under the Information Team and Information Governance Group.

4.6 **Alternative Service Delivery Models –** Progress over the last year includes:

(a) Continued delivery of a number of services, including Homecare, and Day services by SB Cares.

(b) Plans approved to transfer call monitoring for the Bordercare Alarm service to East Lothian Council.

4.7 **Co-Production –** The project is complete. The policy, guide and toolkit was adopted by the Council and it's Community Planning Partners in Autumn 2016.

4.8 **Health & Social Care (H&SC) Integration Programme** – Progress over the last year includes:

(a) First Annual Report has been published.

(b) H&SC Locality Plans have been developed through engagement with communities and other stakeholders.

(c) Strategic Commissioning Plan has been reviewed and agreed.

(d) An initial IJB Transformation Programme has been established comprising 10 projects looking at establishing best/most efficient practice:

- Community & Day Hospitals
- Care at Home (including Enablement)
- Allied Health Professionals
- Dementia Services
- Mental Health Redesign
- Day Services

- Carers Strategy
- Alcohol & Drugs Service
- IT & Telehealth Care
- Integrated Health & Social Care Team

4.9 **Railway Programme** - Progress includes:

(a) Delivery of 2017 Steam Train Experience by SRPS in August 2017, which 'sold out' based on original projections. 1680 passengers travelled by steam from Fife & Edinburgh to the Scottish Borders, with 1100 choosing add-on tours to local visitor attractions.

(b) Positive media impact of the Steam Train reported through VisitScotland included 261,000 views of Facebook video footage on the first Sunday.

(c) Launch of the Midlothian & Borders Tourism Action Group (MBTAG) and development of the MBTAG 'Going Beyond' Travel Trade Guide for tourism business.

(d) Publication of the Borders Railway Hotel Market Assessment by Hotel Solutions.

(e) Delivery of 'Borders Railway – More Connected' inward investment marketing campaign, including editorial coverage in the Herald and Scotsman, and an e-newsletter to 6000 businesses. A Borders Railway business supplement in BQ Magazine, distributed across Scotland, Northeast and Northwest England.

(f) Delivery of MBTAG Tourism Showcase event in the Galashiels Transport Interchange on 14 November.

(g) Development of Borders Railway Corridor Masterplanning Programme at Tweedbank and Galashiels.

(h) Delivery of Year 2 of the VisitScotland Borders Railway Marketing Campaign, which has reached a total global audience of 23 million people.

(i) Investment in the first phase of Borders Railway BIDS Corridor in supporting Galashiels and Dalkeith town centres.

(j) Approval of £2.5m investment in the Great Tapestry of Scotland Visitor Centre and additional bid for RCGF funding for the regeneration of Galashiels town centre.

4.10 **Localities** – Progress includes:

(a) Implementing the parts of the Community Empowerment (Scotland) Act 2015 which were enacted in 2017: Asset Transfers, Participation Requests and the development of the CPP Community Plan.

(b) Piloting participatory budgeting in Scottish Borders by introducing a Localities Bid Fund of £500k.

(c) Introducing Area Partnerships, a new model of community engagement and participation within Scottish Borders which will include creating Area Locality Plans and align to the CPP Community Plan.

4.11 **Waste Management** – Progress includes:

(a) The Council received planning consent for the development of a new Waste Transfer Station at Easter Langlee, Galashiels. This is a key part of the Council's residual waste management strategy, which will

enable the Council to export waste for treatment out with the Borders and close Easter Langlee Landfill site prior to the introduction of landfill bans that come into effect in January 2021.

(b)   The kerbside collection review has continued with the support of Zero Waste Scotland. This has involved modelling the impacts of multiple kerbside collection scenarios with the aim of identifying the best option going forwards whilst taking account of legislative and policy drivers, customer feedback and financial constraints.

(c)   A review of the Community Recycling Centre provision and operating hours has been completed with the aim providing a service which better reflects the needs of residents whilst maximising savings opportunities.

4.12   **Sustainable Transport** – The project is now complete. New inter-agency arrangements for the procurement of improved cost-effective public transport have been put in place with the establishment of the CPP Strategic Transport Board and Framework.

4.13   **Energy Efficiency Programme –** Progress over last year includes:

(a)   LED upgrades at another 16 sites.

(b)   Boiler room upgrades at 21 sites.

(c)   Contract awarded to install solar panels at 12 sites.

(d)   Tender released for £1.2m of energy efficiency works all funded through national funding scheme.

4.14   **Property & Assets Programme**

(a)   Street Lighting Energy Efficiency Programme (SLEEP) - the project is now nearing completion with the few remaining major towns, completion of the areas previously visited to replace the illuminated signs and bollards as well as solutions for the heritage lanterns that are located throughout the region. To date 16,000 lights have been replaced with LED using around 60% less electricity. This coupled with the requirement for little maintenance will lead to significant efficiency savings as well as reducing our Carbon Footprint and future Carbon tax liabilities. Installations, to date, have led to a reduction of over 3 million kWhs in energy consumption and over 2000 Tonnes of carbon emissions since the project began, figures that will continue to rise as the project nears completion.

(b)   Property Rationalisation – Work continues on the rationalisation of the non-school estate. Over the year a further 7 properties have been identified as surplus, 8 have been sold (realising approximately £380K in capital receipts) and 4 are currently on the market. A further 13 properties are currently under offer. Opportunities for a significant rationalisation of properties have been identified and these will be developed further for discussion with members and engagement with communities.

5   CHALLENGES AND OPPORTUNITIES IN THE NEXT YEAR

5.1   Looking to the future, the Council will continue to face major challenges and opportunities. Given our rurality and the aging demographic, these can be more difficult to address. In particular, financial challenges – combined with an increasing demand for our services – mean that we need to achieve a further **£32.5m** of savings over the next 5 years.

5.2   The Corporate Transformation Programme has now been up-and-running in its current form for 3 years and a number of factors make this an

appropriate time to take stock and reshape the way it is configured. These factors include:

(a)   Aligning the programme with the priorities and ambitions of the new Administration and "Connected Borders".

(b)   Aligning the programme to support the delivery of both the newly revised Corporate Plan and 5-year Financial Plan.

(c)   The completion or transfer to *business as usual* of 7 of the Transformation Projects:

  (i)   **Railway Programme** – The first phase of the project is now completed with the opening of the railway and the establishment of the Blueprint Action Plan and associated Partnership. A 2nd phase of the Programme will continue as a mainstream programme within Economic Development.

  (ii)   **Localities** – With the development and approval of the Community Plan and the setting up of the new Area Partnerships, the locality model now moves into an operational phase and becomes part of the way the Council and its Partners will engage and involve communities in the development and delivery of services. Initially, this will include developing area Locality Plans.

  (iii)   **Information Management** – Information management protocols, policies and governance arrangements are now in place and part of business as usual.

  (iv)   **Transport** – The project is now complete. New inter-agency arrangements for the procurement of cost-effective public transport have been put in place with the establishment of the Community Planning Partnership's Strategic Transport Board.

  (v)   **Co-Production** – The project is complete and the policy, guide and toolkit was adopted by the Council and it's Community Planning Partners in Autumn 2016.

  (vi)   **Waste Management Strategy –** Work on this continues. However, given the service-specific nature of the Strategy and its locus on the operational delivery of the waste management service, this will be taken forward within the service and not part of the Corporate Transformation Programme.

  (vii)   **Alternative Service Delivery Models –** Both the Integrated Sport and Culture Trust and SBCares have been operational now for some time. Plans are being developed to deliver improved profitability in the Roads Trading Operation (SBc Contracts) and this will be taken forward within the service on an operational basis.

(d)   Opportunities to merge 4 existing programmes into 2 as they have now reached a point where their inter-dependencies make a compelling case to bring them together:

  (i)   **Adult Services** and the **Integration of Health & Social Care –** both programmes focus on transforming adult social care services with a significant overlap in terms of outcomes and efficiencies.

  (ii)   **Property & Assets** and the **Energy Efficiency Programmes –** both projects seek to make efficiencies from the Council estate and could be incorporated under the development of a **Corporate Landlord** model.

(e)   Better focus on a reduced number of projects that ensures resources are used effectively and to help simplify and clarify the narrative supporting transformation projects.

5.3   The report proposes a revised programme with 5 – as opposed to 14 – strands as follows:

(a)   **Digital Transformation** – using the latest digital approaches to service delivery such as building processes around the customer experience, data-driven decision making, digital learning, using self-service, simplifying and standardising processes, exploiting automation and utilising digital methods of engagement with employees and citizens.

(b)   **Workforce Transformation** – ensuring we have an agile workforce that is equipped and skilled to meet future demands and challenges.

(c)   **Children & Young People** – Ensuring that services are fit for the 21st Century and meet the demands and high expectation of our service users.

(d)   **Corporate Landlord** – Consolidating all Property & Asset functions and competencies under a single Corporate Landlord service to enable a more consistent and efficient approach to the management of our property and assets. The programme incorporates both the existing Property & Assets and Energy Efficiency Programmes and will deliver the associated service improvements and efficiency savings.

(e)   **Health & Social Care** (incorporating Adult Services) – the Programme will seek to deliver service improvements as set out in the IJB' Strategic Plan, bringing about the necessary shift in investment to enable this and helping meet the challenge of an aging population.

An outline of the anticipated activity under each programme over the coming year is set out in 6 below.

6   FUTURE DELIVERY OF THE PROGRAMME

6.1.   **Digital Transformation** – Will continue to be a core element of the Corporate Transformation Programme. In the year ahead we will need to ensure that the new technologies and processes that we are putting in place result in positive changes to the way do things and that the anticipated benefits to service users and savings to the organisation are realised in practical terms. There will be a greater focus on managing changes including defining benefits to be achieved; understanding how the changes will be achieved; the effect change will have on the business in terms of new operational arrangements; and being clear about responsibilities for delivering benefits. In particular we will:

(a)   Fully roll out the functionality of Business World and implement new ways of working to exploit that functionality and realise benefits

(b)   Launch a new online portal that will be a single point for customers to interact with us online and start to migrate transactions to this channel while ensuring that there are still other suitable options for vulnerable customers.

(c)   Implement our Business Intelligence solution for Children & Young people and start to gain insight that will improve decision making, early intervention and prevention.

(d)   Migrate to Office 365 and use this to work more efficiently and flexibly.

(e)   Implement solutions to offer digital facilities and skills for staff who

currently do not use IT at work to improve communication with these staff.

(f) Help staff and citizens to embrace the advantages of Digital Technology.

(g) Complete work to rationalise printers and move to a cost per print model across the organisation.

(h) Continue to work with national bodies to improve the broadband and mobile capability of the Scottish Borders.

6.2 **Workforce Transformation**

(a) Review of Grading - It has been 10 years since the introduction of Single Status. A review of the Councils grading system will be carried out to ensure it is robust for the future taking into account the living wage, labour markets, flexible workforce requirements and equality legalisation.

(b) Pool Cars – subject to an evaluation of the Pool Car pilot, proposals will be developed for the extension of the pool car fleet at HQ and the Localities with an option to extend the fleet to the public via a Car Club scheme.   If agreed, proposals will be implemented.

(c) Overtime – Proposals to reduce the use of overtime across the organisation will be developed focussing on those services with highest use of overtime.

6.3 **Children & Young People**

(a) School Estate Review

- Work will commence on the construction of the Intergenerational Learning Campus in Jedburgh. The proposed opening date for the new building is April 2020. Transition planning will be undertaken throughout the year in establishments affected by the new campus.

- Due process around the proposal to close St. Margaret's Roman Catholic Primary School in Hawick will continue to be followed. Next steps include publishing the consultation outcome report and reporting the final decision to Council before inviting Scottish Government and the public to submit any final considerations.

- Future activity as outlined in the November 2017 Report to Executive entitled 'School Estate Review Next Steps 2017/18' includes:
  - o Detailed assessment of the remaining High Schools (Peebles, Gala Academy, Selkirk and Hawick)
  - o Further consideration of Eyemouth and Earlston primary schools
  - o Commence statutory process for closure of mothballed schools (Hobkirk, Eccles/Leitholm and Ettrick)
  - o Community engagement around schools with low rolls regarding long term solutions (Walkerburn, Sprouston, Yarrow, Kirkhope, Fountainhall and St Joseph's Selkirk).

(b) School Technicians Review

- School Technicians were originally in scope as part of the Business Support Review, however in scoping that review it became clear that this Staff Group had different requirements from that of School Office Staff. This review was placed on hold to allow for the implementation of School Office Structures from June to August

2017. The Review of School Technicians will be completed in 2018.

(c)   Early Years

- Planning is already underway for Phase 3 of the Service Delivery and Implementation Plan which will come into effect from August 2018. This involves working with the identified settings to ensure they are prepared, including information on admissions, workforce and other practical arrangements.

- Planning for Phase 4 will commence also, and involves identifying the next set of local catchment communities to receive the 1,140 hours entitlement.

6.4   **Corporate Landlord**

(a)   Develop and implement the Corporate Landlord Model.

(b)   Develop and refine a schedule of potential property rationalisation through engagement with services, stakeholders and communities.

(c)   Develop a programme of investment in the retained, core estate to ensure it is both fit for purpose and enables agile working.

(d)   Promote agile working to enable a more efficient use of the estate.

(e)   Continue energy efficiency upgrades and prioritise works with highest impact.

6.5   **Integrated Health & Social Care (incorporating Adult Services)**

(a)   Implement best practice service models in Community Hospitals to improve patient pathways and make better use of resources.

(b)   Develop and roll-out enablement within a home care setting to deliver improved outcomes and help reduce hours of long-term care.

(c)   Reshape Allied Health Professional (AHP) services to support the "Out of Hospital Care Model".

(d)   Develop plans for the delivery of a residential dementia unit in the Borders.

(e)   Redesign mental health services in line with the Mental Health Needs Assessment recommendations, Mental Health Strategy and financial constraints.

(f)   Rationalisation of building-based day services provision.

(g)   Implementation and compliance with the Carers Act.

(h)   Increased joint working to improve services (e.g.) Hospital to Home, which involves Health staff, care staff and GPs.

(i)   Early intervention and prevention and the redesign of patient pathways using new technologies.

7   REPORTING ON CORPORATE TRANSFORMATION

7.1   The Council's Executive Committee receives quarterly performance reports, on progress in delivering the Corporate Transformation Programme. Performance summaries for each element of the programme are presented over the year with the aim of providing members with the assurance that the work being undertaken is having the desired effect.

8   LINKS WITH THE FINANCIAL PLANNING PROCESS

8.1   The Corporate Transformation Programme and approach underpins the ongoing delivery of a balanced and sustainable financial position across the 5-years of the Financial Strategy 2018/19 – 2022/23 in two respects:

(a)   It continues to enable successful delivery of existing, detailed savings proposals.

(b)   It provides the necessary corporate framework to develop and deliver projects and activities that will help achieve a sustainable financial position in future years.

9   IMPLICATIONS

9.1   **Financial**

(a)   There are no specific costs attached to any of the recommendations contained in this report outside those considered within the Administration's Budget Proposals.

(b)   Business cases with return on investment information continue to be developed for the projects and activities within the programme.

(c)   Improvement actions arising from an Internal Audit review of the Corporate Transformation during 2017 on monitoring/reporting and business cases are progressing. The new monitoring report which is designed to improve transparency of benefits realisation and return on investment information will be introduced for the new programme.

(d)   Gateway Reviews will be used by Internal Audit to provide CMT with the assurance that the Programme remains on a sound footing.

9.2   **Risk and Mitigations**

(a)   The Corporate Transformation Programme, itself, seeks to mitigate strategic risks facing the Council resulting from the increasingly challenging social and economic environment through the delivery of more efficient and effective ways of working. With a programme of this size and complexity, risks have been identified at the appropriate level – Programme, Sub-Programme and Project – and managed following the Corporate Risk Management Policy and Framework. CMT have ownership of key strategic risks and manage them through the Corporate Risk Register. Strategic Corporate Transformation Risks are now managed by the Service Director Human Resources. Individual programme and project risk registers have also been developed and are managed following the Corporate Policy and Framework.

(b)   One of the main risks facing the Programme is ensuring that there are sufficient resources to undertake the depth and breadth of activity needed to deliver it. While this is a continuing challenge, the process is managed via the Business Change and Programme Management Team and supported by robust governance arrangements, including CMT and Programme and Project Boards. Programme and Project

Assurance is provided by Internal Audit.

(c)   The programme also recognises that effective engagement and communication with staff and their representative bodies is essential to ensure support and reduce resistance to the achievement of desired change. To mitigate this, senior manager events are held and communications plans are in place. Regular consultation and dialogue also takes place with Trades Unions and managers have also received training in change management.

9.3   **Equalities**

Equalities Impact Assessments are being carried out on the sub-programmes and projects within the Corporate Transformation programme.

9.4   **Acting Sustainably**

The programme will support the approach of acting sustainably ensuring any effects are identified and the impact evaluated where appropriate.

9.5   **Carbon Management**

The programme actively promotes a positive impact on the Council's carbon emissions where appropriate.

9.6   **Rural Proofing**

This will be undertaken within the programme where appropriate.

9.7   **Changes to Scheme of Administration or Scheme of Delegation**

There are no changes to be made to the Scheme of Administration or Scheme of Delegation.

10   CONSULTATION

10.1   The Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, the Service Director HR and the Clerk to the Council have been consulted and any comments received have been incorporated into the final report.

Approved by

Rob Dickson
Executive Director   Signature ……………………….

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Background Papers: Nil
Previous Minute Reference: Scottish Borders Council, 9 February 2017

Note – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. James Lamb can also give information on other language translations as well as providing additional copies.

Contact us at James Lamb, Portfolio Manager, Programme Office, Scottish Borders Council, Council Headquarters, Newtown St Boswells, Melrose, TD6 0SA, Telephone: 01835 825392 or e-mail jlamb@scotborders.gov.uk