
CORPORATE TRANSFORMATION PROGRESS REPORT

Report by Service Director Human Resources EXECUTIVE COMMITTEE

19 June 2018

1 PURPOSE AND SUMMARY

- 1.1 This report updates the Executive Committee on progress in developing and delivering the Council's revised Corporate Transformation Programme in the period to end May 2018 and sets out planned activity in the reporting period to August 2018.**
- 1.2 The Corporate Transformation Programme is designed to help achieve the Council's priorities and support the delivery of significant savings as set out in the 5-year Financial Plan.
- 1.3 A revised Transformation Programme was agreed by Council at its February meeting and comprises 5 work streams:
 - Digital Transformation
 - Children & Young People
 - Integration of Health & Social Care
 - Workforce Transformation
 - Corporate Landlord
- 1.4 This is the 1st quarterly report since the revised programme was agreed and progress under each work stream is set out in Section 4 below.

2 RECOMMENDATION

- 2.1 I recommend that the Executive notes the continued progress made in delivering the Corporate Transformation Programme.**

3 BACKGROUND

- 3.1 The Corporate Transformation Programme was established in February 2015 and subsequently revised and reshaped in February 2018 to:
- Align the programme with the revised Corporate Plan, the 5 year Financial plan and the priorities of the new Administration as set out in “Connected Borders”
 - Recognise the completion of projects and take the opportunity to merge existing projects
 - Provide better focus on a reduced number of projects and ensure that resources are used effectively.
- 3.2 Council agreed that quarterly monitoring reports would be considered by the Executive Committee and this report forms the first quarterly report of the revised programme setting out:
- (a) Progress to end of May 2018.
- (b) Planned work in the next reporting period to August 2018.
- 3.3 The Programme comprises 5 work streams:
- **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.
 - **Children & Young People** – Ensuring that services are fit for the 21st Century and meet the demands and high expectation of our service users.
 - **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.
 - **Workforce Transformation** – ensuring we have an agile workforce that is equipped and skilled to meet future demands and challenges.
 - **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.

4 PROGRESS

4.1 Digital Transformation Programme

(a) **Business World**

Development of the new system continues and a number of new developments have gone live over the past quarter. This implementation is a major change to the way we operate, affecting the entire business. This project continues 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. We are getting close to CGI selecting a supplier for the underlying

technology after extensive work to ensure it meets SBC's requirements. 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 was established in 2017 and initially focussed on the development of a solution for Children & Young People. The project aimed to bring 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. The project was paused while CGI investigated alternative delivery platforms. CGI have now concluded that work and it is hoped that the project will recommence soon subject to Board and CMT approval.

(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) **Printer Rationalisation**

Significant progress has been made in reducing the number of printers and associated printing costs across the organisation.

(f) **Online Parents Evening Booking**

A new booking system has been delivered which has greatly simplified the process for parents and staff.

(g) **Broadband & Mobile Connectivity**

Work continues with national bodies to improve the broadband and mobile connectivity across the Borders.

(h) **Digital Skills**

We conducted a survey of staff Digital skills to inform future work. We are also doing focussed work around staff not on IT to understand their training needs and any access issues. We are working with community groups to optimise Digital Participation capacity in the Scottish Borders.

4.3 Children and Young People

(a) **School Estate Review**

A proposal to close St. Margaret's Roman Catholic Primary School in Hawick was agreed at Council on 26th April 2018. Following this decision, a period of 3 weeks is allowed for the public to make any final representations to Scottish Government. Another 5 weeks is then allowed for Scottish Government to review the proposal, and it is only once this elapses that the Council can implement the closure decision.

Transition Plans are being developed for children who will move to another school if consent is given to close St. Margaret's Roman Catholic Primary School in Hawick. The Council is also committed to providing adequate arrangements for religious instruction of the children and a programme will be agreed between the Council and the Church. Celebratory events will also be held in the school in this period to mark the closure.

A Secondary Schools Review Report for Galashiels Academy, Hawick

High School, Peebles High School and Selkirk High School was also presented to Council on 26th April 2018. This report provided Elected Members with an update on:

- The assessment process undertaken regarding the condition, suitability and capacity of each school
- The engagement process undertaken by Council Officers to ascertain views on the future vision for learning provision in each area
- The recommendation to create individual strategic plans regarding the future of each school.

Work will commence to develop a bespoke strategy for the review of Galashiels Academy, Hawick High School, Peebles High School and Selkirk High School with a plan to present an update report to Council in October 2018.

An informal consultation event was held on 8th and 9th March 2018 to ascertain views on future plans for Primary School provision in Eyemouth. This was well attended and the outcome is being assessed before being presented to Council in due course.

A further informal consultation event will be held on 10th and 11th May 2018 to ascertain views on future plans for Primary School provision in Earlston. The outcome of this will be assessed alongside the Eyemouth event before being presented to Council in due course.

It is planned to commence the statutory process for closure of three mothballed schools (Hobkirk, Eccles/Leitholm and Ettrick).

It is also planned to commence community engagement around schools with low rolls regarding long term solutions (Walkerburn, Sprouston, Yarrow, Kirkhope, Fountainhall and St Joseph's Selkirk).

(b) Early Learning and Children

Work has continued to plan the strategic approach to the delivery of 1140 hours funded Early Learning and Childcare (ELC) for all three and four year olds and eligible two year olds in communities across the Scottish Borders by 2020/21. This has included liaison with Scottish Government around the Service Development and Implementation Plan, the 2018/19 financial allocation for the expansion, and the plans for the next phases of the expansion from August 2018.

Planning for Phase 3 of the expansion (which comes into effect from August 2018) will continue in this period. The settings identified are Yetholm, Coldingham, Walkerburn, Chirnside and Trinity and preparations to ensure their readiness are underway, including consideration of staffing levels and other practical arrangements.

Early planning for Phase 4 (coming into effect from January 2019) will also begin.

(c) School Technicians Review

A report was taken to Trade Unions in January 2018 informing them of the intention to recommence the review of School Technicians. Thereafter the project team met with the staff group on 9th February to inform them of next steps and the proposed timescale to complete the review. A Quality Improvement Officer was identified to support the implementation stage of the review and will work with the project team over the next period.

A series of drop-in sessions will be held in each high school cluster.

These will be open to the School Technician staff group as well as Secondary Head Teachers, Principal Teachers associated with the various disciplines, cluster business managers and Trade Unions. These are planned to take place in late June and are designed to gain everyone's views and capture suggestions for a new operating model and structure. Once this work is complete, a new structure will be presented to the Service Director for Children & Young People for approval and implemented thereafter.

4.4 Integration of Health and Social Care

(a) **Dementia**

£4.8m capital, including funding for a feasibility study in the current financial year has been included in the Council's capital programme. Feasibility work will identify options and recommendations for the future provision of service – for example, a multi-functional unit incorporating residential dementia care. Additionally, options for dementia care in the localities within new extra care housing and bolstering dementia within the community are being explored.

(b) **Discharge to Assess (DTA)**

Craw Wood Discharge to Assess facility opened in December 2017 with the aim of improving hospital flow over the winter. It opened, initially, as an 8-bed DTA unit before increasing to 15 beds in January. Craw Wood is designed to be a short-stay facility (the length of stay is typically between 48 hours and 2 weeks) and patients are admitted in order to assess how best to improve rehabilitation opportunities and regain independence. Given the success of the facility over the initial months, the capacity of the facility has been increased to 23 beds and it continues to support the model of "Discharge to Assess" for patients throughout 2018.

(c) **Hospital to Home**

As with Craw Wood, Hospital to Home aims to support the easing of pressures within the hospital. The project involves a re-ablement approach with the aim of maximising the early rehabilitation potential of the person during early weeks of care. Its aim is to promote their self-confidence and skills so that they can continue to live independently at home. A test of change project was initiated in Berwickshire in January 2018 and has since been rolled out to the Teviot locality. Plans are underway to extend the service to the Central Borders.

(d) **IJB Strategic Plan**

A new Strategic Plan has been drafted for 2018/21 along with an associated financial plan. The statutory annual performance report on the delivery of the first IJB Strategic Plan has also been drafted. These documents will be presented to the June IJB prior to publication.

4.5 Workforce Transformation

(a) **Business Travel**

A trial fleet of 15 pool cars was introduced in July last year. Monitoring to date shows that use of the fleet is much higher than expected (vehicles were originally predicted to achieve between 8,000 to 10,000 miles per annum and are on target for 13,300 miles) and that, in the first 5 full months that the fleet has been operational (Aug – Dec17), the overall number of recorded business miles travelled (by pool car or by private mileage claimed) has fallen

by 26%, from 355,245 to 262,508 miles. Proposals are now being developed to expand the fleet at HQ and in the localities. The proposals will also explore options for sharing the pool with partner organisations and making the cars available to the public as part of a car club scheme.

(b) **Overtime**

This project looks at potential alternatives to planned overtime and focusses on those service areas with highest overtime costs. The project is looking at the potential benefits of establishing a single flexible pool of staff that can enable services to meet demand, simply and efficiently, and improves upon the existing range of ad-hoc arrangements across services. Operational models have been identified and considered and proposals are being developed around implementing an internally-managed solution – initially focussing on a single group of existing casual/relief staff and related posts to test and prove the business case. IT solutions to help manage the pool are currently being identified and evaluated.

4.6 Corporate Landlord

(a) **Develop and implement the Corporate Landlord model**

Senior Managers in Assets & Infrastructure have held a number of workshops to identify and baseline which elements of the model are currently in place, what isn't in place and what of the current arrangements in place need improvement. They have developed a detailed action plan to fully implement the core model and will implement the plan over the coming months. The Project Team meets on a 2 weekly cycle to ensure the plan will be driven forward.

A key early element is the implementation of a Property Help Desk underpinned by a digital cloud property and asset management system. This will provide a single point of contact, and single system to consolidate and co-ordinate all property related enquiries, activity and maintenance to all the Council's property and assets. The benefits of this will be:

- Easier and more accurate budget monitoring.
- Better and quicker management of response to repairs.
- A more pro-active approach to the maintenance of the Council's Estate.
- Improvement in the tracking of repairs, removal of duplication leading to more efficient property maintenance.

Financial Services have begun the process of identifying property budgets and resources in services and what should come under the management of the central Corporate Landlord. Centralising property related resources will enable a more strategic and planned approach to the development and maintenance of the Council's property assets and more efficient use of what is a limited budget across the whole estate.

The Schools Janitorial review has completed. This is the start of bringing Facilities Management (FM) services under one umbrella enabling a more flexible, co-ordinated and efficient approach to FM across the whole Estate.

(b) Property Rationalisation

A 5-year Property Management Framework and Asset Rationalisation Strategy is being drafted. This will identify proposals to reduce the size of the Council's estate under each asset category taking into consideration collective service requirements in our main settlements and localities and then establishing what our requirements for property are and how they can be met. Engagement with partners and communities (of interest and geography) will be Central to the development and delivery of the strategy. An early draft of the strategy will help inform the capital and financial planning process from autumn 2018.

(c) Energy Efficiency Programme

In 17/18 EEP has delivered another round of LED upgrades at 22 sites and boiler insulation improvements at a further 20 sites.

Installation at 12 sites of photovoltaic energy capture system (PV) is also in progress. Scottish Procurement have developed a framework to facilitate the implementation of Non Domestic Energy Efficiency (NDEE) to the Scottish public sector, SBC have developed and procured an NDEE project during 17/18 which is now at the design stage with E.ON Energy. The NDEE programme of works include an array of energy efficiency improvements across the SBC estate including biomass, solar thermal, combined heat and power (CHP), selective lighting to LED, boiler replacement, PV, glazing and energy controls. . In 2018/19 SBC will also be downsizing water meters, further selective lighting upgraded to LED and the completion of the install of PV at 12 sites by the end of Q1, 18/19.

5 COMMUNICATIONS AND ENGAGEMENT WITH STAFF AND THE UNIONS

- 5.1 Work continues to ensure information is shared effectively with key stakeholders. Council staff continues to be the main focus as they are key to driving forward positive change across the Council.
- 5.2 As a result of this, Senior Managers, supported by the Corporate Management Team (CMT) are provided with regular information and essential briefings and material to keep their staff updated.
- 5.3 As part of the above, Senior Management events are held regularly to share information and to enable senior managers to contribute to the ongoing development of the programme.
- 5.4 The Trades Unions continue to consider the most up to date reports at their monthly meeting, and any potential staffing issues are highlighted within the tracker enabling timely management and engagement with the Unions. Specific detailed briefings on staffing related issues are also provided by individual programmes, and programme leads, as they are required.

6 FINANCE

- 6.1 The Corporate Transformation Programme is critical in supporting delivery of many of the savings in the Financial Plan. Following the approval of the 2018/19-2022/23 Financial Plan on 20 February 2018, the level of savings to be delivered as per the 2018/19 Financial Plan is £16.4m including savings brought forward from 2017/18 not delivered on a permanent basis. Progress in the delivery of in-year savings is reported quarterly as part of

the Revenue Monitoring process to Executive Committee.

- 6.2 As expected within a 5-year Financial Plan, savings in the early years of the Plan are further advanced in terms of planning and deliverability with less certainty on the specifics of delivery in the future years. Plans are progressing for the future year savings to ensure the savings targets are realistic and achievable and this will feed into the financial planning process.
- 6.3 Resource requirements associated with supporting the Corporate Transformation Programme are being funded through the Corporate Transformation budget.

7 IMPLICATIONS

7.1 Financial

There are no specific costs attached to any of the recommendations contained in this report outside those considered within the Council's Financial Plan. Business cases with return on investment information are being developed for the projects and activities within the programme as appropriate.

7.2 Risk and Mitigations

Whilst good progress continues to be made building on the work over the past two financial years, the Corporate Transformation Programme is complex. Over the next 12 months, the scale of the work and the level of change involved across the organisation will become increasingly challenging and intense bringing significant risk to the delivery of activity, savings and service benefits. To mitigate this, robust risk management is being applied both at programme level and at individual programme/project level. Each project requires to have appropriate risk registers and these are monitored on at least a monthly basis. An overall Corporate Transformation Risk Register is held and reviewed on a monthly basis. Finally the programme is a standing item on the Monthly Corporate Management Team Away Day Agenda when progress is reviewed along with delivery of the Financial Plan and monthly Performance Management data.

7.3 Equalities

Equalities Impact Assessments will be carried out on the projects within the Corporate Transformation programme.

7.4 Acting Sustainably

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

7.5 Carbon Management

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

7.6 Rural Proofing

This will be undertaken within the programme where appropriate.

7.7 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.

8 CONSULTATION

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

Approved by

Clair Hepburn
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Signature

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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.

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