CORPORATE TRANSFORMATION PROGRESS REPORT

Report by Corporate Transformation & Services Director

EXECUTIVE COMMITTEE

1 DECEMBER 2015

1 PURPOSE AND SUMMARY

1.1 **This report updates the Executive Committee on progress in developing and delivering the Council's Corporate Transformation Programme since the last update report on 18 August 2015 and sets out planned activity in the reporting period to the end of January 2016.**

1.2 In February 2015, Council agreed to establish a Corporate Transformation Programme for the Council.

1.3 Progress Reports are brought to the Executive Committee on a quarterly basis. The last Corporate Transformation Progress Report was presented on 18 August 2015.

1.4 The current 17 areas of work within the Programme are set out in the tracker in Appendix 1 under the 8 Corporate Priorities and includes a brief description of the purpose of each, summarises progress made to date (and rates that as Red, Amber or Green) and sets out key milestones in the next quarter.

1.5 The main areas of progress to highlight in this reporting period include:

(a) **Railway Programme** – the Borders Railway opened in September 2015, with press coverage that delivered a potential audience reach of 51 million. The Borders Railway Inward Investment Prospectus and Visitor Marketing Programme went live in August 2015. 126,000 passengers used the service in the first month in September (annual target 647,000).

(b) **Sustainable Transport** – A CPP Strategic Transport Board was established in May 2014 and has developed and overseen a significant transport change programme. Projects implemented include a Joint Transport Procurement Framework, Improvements to Bus and Borders Railway connectivity, a Community Transport Hub and Improving Access in Rural Locations in the Berwickshire Area.

(c) **Culture Trust** – SBC and BSLT have agreed to the formation of an Integrated Culture and Sport Trust. Work on implementation has started with a target date for go-live of the Integrated Trust being 1st April 2016.

(d) **Integration of Health and Social Care –** The second draft of the Strategic Plan was published in October and is currently out for consultation until 11th December. The plan has been developed on the basis of feedback received from the initial round of public engagement on the first draft in early summer this year.

(e) **Workforce Transformation** – Workforce Transformation is one of the central strands of the overall Corporate Transformation Programme. A Programme Brief will be presented to Corporate Management Team in November for agreement. The Brief will set out the scope of the programme. Work is already progressing on key pieces of work, in particular the implementation of Staff Benefits and the People Planning Process. A performance profile will be included in the next quarterly progress report to Executive Committee in February 2016 (this was originally scheduled for the current progress report).

(f) **Customer First –** The Draft Programme Brief has been developed and approved by Corporate Management Team. The overall aim of the programme is to modernise and improve how customers access Council services.

(g) **Alternative Models of Service, Roads Review** - The main focus of the Alternative Models of Service Delivery (AMSD) work has been to progress the Roads Review.

(h) **Co-Production –** A short-life working group has been established to progress this work stream with representatives from key departments across the Council and key partner agencies. An agreed definition of the term co-production has been produced and work is now underway to develop a toolkit/workbook to assist staff to implement the approach and any training requirements will also be identified. It is anticipated the work will be completed by Spring 2016.

1.6 The second set of detailed performance reporting for areas of work within the programme is set out in Appendices 2 and 3 covering the Borders Railway and Sustainable Transport programmes. As mentioned above in 1.4(f), the performance profile for Workforce Transformation will now be presented in February 2016. It is the intention to provide this detailed reporting for 3 or 4 areas within the programme quarterly to Executive Committee. Over the course of the next year, all areas of work within the programme will have been reported in this level of detail.

2 RECOMMENDATIONS

2.1 **I recommend that Executive Committee notes the progress made in developing and delivering the Corporate Transformation Programme.**

3   BACKGROUND

3.1   In February, Council agreed to establish a Corporate Transformation Programme for the Council which:

    (a)   Is based around the four cross-cutting themes as set out in the Financial Strategy 2015–16:

        (i)   Making Best Use of our People
        (ii)   Working with our Partners
        (iii)   Looking after the Borders
        (iv)   Business Process Transformation

    (b)   Builds on the former Business Transformation Programme.

    (c)   Supports Member, Corporate and Partnership priorities.

3.2   Council agreed that quarterly monitoring reports would be considered by the Executive Committee.

3.3   This report forms the second quarterly Corporate Transformation Performance Report and sets out:

    (a)   Progress since August 2015 (and rates that as Red, Amber or Green).

    (b)   Planned work in the next reporting period to the end of January 2016.

3.4   The current 17 areas of work within the Programme are set out in the tracker in Appendix 1 under the 8 Corporate Priorities and includes a brief description of the purpose of each, summarises progress made to date (and rates that as Red, Amber or Green) and sets out key milestones in the next quarter.

4   PROGRESS

4.1   The main areas of progress to highlight within this reporting period are set out below.

4.2   **Railway Programme**

4.2.1   The main focus of work has been to progress projects in the Borders Railway Blueprint Action Plan, with priority given to activity that needed to be delivered by September 2015 in time for the railway opening celebrations.

4.2.2   Some general points of progress are summarised below:

(a)   Communications: under the leadership of Scottish Enterprise the Blueprint Communications Group developed a core script with key messages to be used for the opening celebrations. VisitScotland worked with partners to deliver a Media Day to showcase the region in advance of the opening weekend. 93 media reps were hosted on a special press preview train, generating 273 pieces of coverage and a total audience reach of 51 million. This helped ensure #mybordersrailway was trending on UK Twitter, with a potential audience reach of 29 million.

(b)   Inward Investment Response: the new Inward Investment Prospectus and promotional film went live in August 2015 – www.bordersrailwayprospectus.com. The site contains a wealth of information for potential investors and an interactive map of over 100 development sites in the railway corridor.

(c)   Visitor Marketing Programme: the first phase of the VisitScotland led marketing campaign went live in August 2015, targeting markets in UK, Germany and North America. This includes outdoor, radio and digital advertising. A blog page highlighting attractions along the route and directing visitors to destination webpages is available at www.visitscotland.com/bordersrailway

(d)   Steam Train Experience: ScotRail has delivered a six week pilot project from September to November, with steam trains running from Edinburgh Waverley to Tweedbank three times a week. The pilot had 100% occupancy, with 6,200 passengers visiting the region. Add on tours were provided to Abbotsford House, Melrose Abbey and Selkirk. A full economic impact assessment is underway to help inform options for 2016.

(e)   Business Opportunities Guide: a new Borders Railway business opportunities guide was launched in October via Business Gateway, to highlight new business opportunities for the tourism sector. The launch of the guide is complemented by a part-time Tourism Business Advisor post to provide 1:1 and group business support.

4.2.3   A summary of programme activity is attached in Appendix 2.

4.3   **Sustainable Transport**

4.3.1   The CPP Strategic Transport Board (STB) was established in May 2014 to oversee the development and implementation of a transport change and improvement programme. All partner organisations are represented on the Board (SBC, Borders College, NHS Borders, Scottish Ambulance Service and Voluntary Sector) and it is chaired by the Chief Executive of Berwickshire Housing Association. The STB has facilitated CPP wide consideration of transport related issues and opportunities with all partners fully engaged in implementing improvements to meet the transport challenges of our organisations and Borders citizens.

4.3.2   Main areas of progress in the STB's programme are summarised below:

(a)   <u>Joint CPP Transport Procurement Framework</u>: CPP procurement and transport colleagues have developed this joint framework as a means of more effectively managing the procurement of partner transport requirements. The framework went "live" in April 2015 with a number of contracts already awarded through it. Over the next 2-4 years approximately £10m of annual partner transport spend will be tendered through the framework with the potential to deliver significant savings in the region of £400k. As well as delivering savings, this shared approach will enable better management of the market and the opportunity to improve the quality and flexibility of transport across the Borders.

(b)   <u>Development of a Community Transport (CT) Hub</u>: SBC, NHS and voluntary sector (Community Transport) partners have worked together and secured external funding from SESTRAN and Integrated Care Fund (ICF) to enable the creation of a Community Transport Hub. The hub was up and running in October and will co-ordinate all Community Transport provision in the Borders. It will also provide a single point of booking for service users, will build capacity across the CT sector, remove duplication and make more cost effective utilisation of assets. A key aim of the Hub is to improve access to health services and to help facilitate timely discharge from hospital.

(c)   <u>Improving Transport in Rural Locations</u>: The STB have developed and undertaken a strand of work on community engagement in Berwickshire to explore how transport and access could be improved in rural and isolated locations. Two events have been held at Berwickshire and Eyemouth High Schools involving all age groups from students to older people where access and transport issues have been discussed and potential solutions explored. This co-production approach has resulted in some communities taking the lead in developing small projects to enable them to be less isolated and reliant on supported transport provision. The STB is supporting these communities in implementing their ideas and this approach will applied across other rural areas in the Borders in the coming months.

(d)   <u>Bus/Borders Railway Connectivity</u>: A baseline study was undertaken to assess the level of bus connectivity with Borders Railway timetable. Following this work, in June 2015 Elected Members agreed short term (12 month) proposals to enhance bus/rail connectivity which were implemented in time for the opening of the Borders Railway. The effectiveness of the additional bus services will be evaluated over the coming year.

(e)   <u>SBC Strategic Transport Unit</u>: A Strategic Transport Service Manager was appointed earlier in 2015 and has developed and implemented a new structure for the Passenger Transport Unit to take the service in a more strategic direction aligned to CPP transport priorities and the STB's aims and work plan.

4.3.3   The benefits that will be realised by the programme are multiple and include generation of savings and efficiencies, reduced carbon footprint, strengthened partnership working, and a sustainable approach that meets the needs of service users. The performance information infographic at Appendix 3 set out in more detail the context, benefits and progress of the programme.

4.4   **Culture Trust**

SBC and BSLT have agreed to the formation of an Integrated Culture and Sport trust. Work on implementation has started with a target date for go-live of the Integrated Trust being 1st April 2016. The following main points and focus around implementation are summarised below:

(a)   A large amount of work requires to be done to implement within this challenging timeframe. Effort is being made to manage scope and focus on essential implementation tasks only and leave others to post-April 2016. BSLT will drive integration activities post April 2016.

(b)   BSLT are reviewing their organisation name, brand etc.

(c)   Meetings have been held with Cultural Services staff and with unions to explain the transfer process. Staff introduced to Chief Executive of BSLT who gave reassurance to staff where it was possible to do so.

(d)   An actuary has looked at the pension implications of integration and this will inform pension decisions going forward.

(e)   The VAT implications of integration have been examined.

4.5   **Integration of Health and Social Care**

(a)   The second draft of the Strategic Plan was published in October and is currently out for consultation until 11th December. The plan has been developed on the basis of feedback received from the initial round of public engagement on the first draft in early summer this year. A series of engagement events are being held across the Borders in November and the final Plan will be presented to the Integration Joint Board for approval on 1st February and then, subsequently, to the Health Board and the Council for noting on 18th and 25th February respectively.

(b)   A second draft of the Scheme of Integration (the document setting out the key governance arrangements between the Integrated Joint Board, the Council and the Health Board) is being submitted to the Scottish Government. The agreement of these two key documents will ensure that the Partnership meets the national deadlines and that integration arrangements are in place by 1st April 2016.

4.6   **Workforce Transformation Programme**

4.6.1   Workforce Transformation is one of the central strands of the overall Corporate Transformation Programme and is critical to enabling new ways of working and unlocking savings and efficiencies not just across the Programme but also the service specific savings in the Financial Plan.

4.6.2   A Programme Brief will be presented to Corporate Management Team in November. The brief will set out the scope of the programme. Work is already progressing on key pieces of work, in particular the implementation of Staff Benefits and the People Planning Process.

4.7   **Customer First Programme**

(a)   The Draft Programme Brief for has been developed and approved by Corporate Management Team. The overall aim of the programme is to modernise and improve how customers access Council services. It includes the following work streams:

   (i)   Development of a Customer Services Strategy
   (ii)   End to End Fault reporting
   (iii)   eBenefits
   (iv)   eBuilding Standards
   (v)   ePlanning
   (vi)   Website redesign
   (vii)   Social Work Customer Services project
   (viii)   Digitisation of Mail (Electronic Mail)
   (ix)   Customer Portal
   (x)   Upgrade of GIS/Local View mapping capability
   (xi)   Telephony, Webchat and Social Media development
   (xii)   Channel Shift

   Work is at a variety of stages across the different work streams with eBenefits, ePlanning, eBuilding Standards and Website redesign all being well advanced with progress set out below. The remaining work streams are generally at the scoping stage with the exception of the End to End Fault reporting project which has been paused while the Council decides on its future ICT strategy in December.

(b)   ePlanning - The main focus of work has been to progress the projects' preparatory IT work featuring upgrades to Oracle, Uniform and the Public Access database which is required for Planning to be ready to use the upgraded Scottish Government Planning application portal which goes live from January 2016 onward. The Council's required upgrades are progressing well in partnership with iDox who are also the provider of the portal for the Scottish Government.

(c)   eBuildingStandards - The main focus of work has been to progress the projects' preparatory IT work featuring upgrades to Oracle, Uniform and the Public Access database which is required for Building Standards (like Planning) to be ready to use the new Scottish Government Building Standards application portal which goes live from April 2016 onward. The Council's required upgrades are progressing well in partnership with iDox who are also the provider of the portal for the Scottish Government.

(d)   eBenefits - Testing is progressing well with all issues identified so far, being easily corrected. A communications plan is being developed to notify customers and staff of a likely "soft launch" for this facility in November.

4.8   Alternative Models of Service Delivery - Roads Review

(a)   The main focus of the Alternative Models of Service Delivery (AMSD) work has been to progress the Roads Review. The 15 May Executive Committee recommended that the most advantageous operating model for road services be reported back by the end of 2015. The plan is to present the proposed operating model to Admin Policy Working Group (APWG) on 1st December 2015 and for this group to make a recommendation to Executive Committee. Upon approval the next stages will be to present detailed delivery model options appraisal and following this to a subsequent business case.

(b)   To date, a series of workshops have taken place involving service directors, HR and Finance representatives, trade union representatives and managers from SBc Roads, Neighbourhoods, Design, Infrastructure and Fleet. These workshops have been critical in detailing the requirements for change, in establishing the service areas in scope and for promoting staff/union buy-in to the proposed changes.

(c)   The new Chief Officer for Roads will be in post from January 2016 and he will play a key role in staff consultation, service structure and setting the clear direction for the new Roads 'entity'.

4.9   Co-Production

(a)   A short life group has been established to progress this workstream with representatives from key departments across the Council and key partner agencies.

(b)   An agreed definition of the term co-production has been produced and work is now underway to develop a toolkit/workbook to assist staff to implement the approach and any training requirements will also be identified. It is anticipated the work will be completed by Spring 2016.

(c)   Proposed definition:

  (i) Co-production is an approach that combines our mutual strengths and capacities so that we can work with one another on an equal basis to achieve positive change.
  (ii) It is about involving people in the delivery of public services, helping to change their relationship from dependency to genuinely taking control. This involves active dialogue and engagement to create something jointly, thereby achieving better results or outcomes.

5   COMMUNICATION AND ENGAGEMENT WITH THE UNIONS

5.1   (a)   Implementation of the agreed Communications Strategy for the programme is well underway. Project managers are being supported by dedicated Communications officers for each of the 17 areas of work to develop individual communications plans. These individual plans inform one overarching plan for the programme. This plan is overseen by CMT acting as the Programme Board to ensure clarity of communications activity and consistency of key messages across all areas of work. This work is aligned to the Financial Plan communications activity which is underway.

(b) The next issue of the Council newspaper, SB Connect, includes an article about the Financial plan consultation, the Corporate Transformation programme and several updates from the various projects. This is issued to homes from 23 November. The next staff magazine, SBScene will include an update from the programme – this is issued to staff at the end of November.

(c) A new section on the staff Intranet is being developed and this will be used to regularly update all staff and members on further detail on each of the projects going forward. This will be supported by the use of SBUpdate (fortnightly e-mail bulletin) to signpost staff to this area for new information. A new area of the Council website is now live at www.scotborders.gov.uk/transformation

5.2 As highlighted in previous reports to the Executive Committee, there was a continued need to better co-ordinate the reporting of issues flowing from the Corporate Transformation programme to the Trade Unions. To assist in doing this the most up to date Corporate Transformation programme tracker is now considered by the Unions at their regular monthly update meeting. Any potential staffing issues are highlighted in the tracker enabling timely management and engagement with Trade Unions. This is also supplemented by more detailed specific briefings as they are required.

6 REPORTING

6.1 The Corporate Transformation Programme Tracker is provided at Appendix 1 aligned under the relevant corporate priorities to enable the Executive Committee and CMT to assess progress of the Programme against the Council's corporate priorities.

6.2 At the previous Executive Committee the first set of more detailed performance reporting information was provided on the Property and Assets and Energy Efficiency areas of work within the programme. These set out what each was trying to achieve in terms of outcomes, the performance within the service areas they are covering, financial savings required and more detail on their progress. Appendix 2 and 3 provides the next set of information in an "infographic" format in respect of the Borders Railway and Sustainable Transport programmes. Over the course of the next year every area of work within the programme will have been reported to Executive Committee in this level of detail.

6.3 Appendix 4 provides a summary of the detailed progress update for areas within the programme that have been reported to Executive to date and that will be reported to future Executive meetings.

7 FINANCE

7.1 As part of the financial monitoring of the Corporate Transformation Programme an assessment is made of current progress in the delivery of savings proposals included in the Financial Plan, this is reported as part of the Revenue Monitoring process

7.2 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. There is a requirement to focus on the achievability and progress of planning the delivery of all savings within the Plan to ensure future plans continue to be set on a realistic and achievable basis.

7.3 As the financial planning process for 2016/17 – 2020/21 commences within the Council, work is being undertaken to ensure that any financial savings attached to the Corporate Transformation programmes are realistic and achievable.

7.4 Staffing implications associated with supporting the Corporate Transformation Programme are being funded through the Corporate Transformation budget where appropriate provision has been made within the revenue budget.

8 IMPLICATIONS

8.1 **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.

8.2 **Risk and Mitigations**

A formal risk management approach will be applied consistently and appropriately across the programme.

8.3 **Equalities**

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

8.4 **Acting Sustainably**

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

8.5 **Carbon Management**

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

8.6 **Rural Proofing**

This will be undertaken within the programme where appropriate.

8.7 **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.

9   CONSULTATION

9.1   The Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Service Director Strategy and Policy, 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

Rob Dickson   Signature ………………………………………
Corporate Transformation & Services Director

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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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