CORPORATE TRANSFORMATION PROGRAMME TRACKER FOR EXECUTIVE COMMITTEE AS OF 17 November 2015

24/11/2015

Priority 1: Encourage sustainable economic growth

Railway Programme	✅	Rob Dickson
Transport Programme	✅	Andrew Drummond-Hunt

Priority 2: Improve attainment & achievement levels

Children & Young People	✅	Donna Manson

Priority 3: Provide high quality support, care and protection

Adult Services	✅	Susan Manion

Priority 4: Build the capacity and resilience of our communities

Localities Programme	⚠️	Jeanette McDiarmid
Digital Connectivity	✅	David Cressey

Priority 5: Maintain and improve our high quality environment

Waste Plan	✅	Jenni Craig
Energy Efficiency	✅	David Robertson

Priority 6: Develop our workforce

Workforce Transformation	⚠️	Rob Dickson / Clair Hepburn

Priority 7: Develop our assets and resources

Property & Assets Programme	✅	Andrew Drummond-Hunt

Priority 8: Ensure excellent, adaptable, collaborative and accessible public services

Data/Information Sharing	⚠️	Brian Frater
Alternative Service Delivery Models	✅	Philip Barr
Co-production	✅	Elaine Torrance
Integration of Health & Social Care	⚠️	Susan Manion
Customer First Phase 2	✅	Jenni Craig
Business Process Re-engineering	⚠️	David Robertson
ICT Change Programme	✅	Rob Dickson

Key:

🟥	**Critical issues to be reviewed by CMT**
🟧	**Some issues to be managed by Project Team**
🟩	**No issues to report**

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Priority 1: Encourage sustainable economic growth

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Rob Dickson/ Sam Smith	Railway Programme	Delivery of actions to maximise the full economic and social benefits of the Borders Railway.	✅	Progress Update: Green because Communications Plan delivered for Borders Railway Opening Celebrations in September 2015, including 'key messages' core script and VisitScotland led Media Day (which generated 273 pieces of coverage; with potential audience reach of 51 million). Other recent milestones achieved: - Inward Investment Prospectus went live in August with soft launch 2015 using social media. - Rail/ bus service improvements including 'hop on hop off' bus introduced in September 2015. - Agreement with Transport Scotland over ownership and redevelopment of BordersRailway.co.uk in September 2015. - First month passenger figures announced (September 2015) - 126,000 (annual target 650,000).	Risk Workshop with Leadership Group linked to 2016 priorities. Other milestones to be delivered: - Business Opportunities Guide launched. - Steam Train Experience delivered. - Tourism Train Market Assessment completed. - Inward investment event. - Partnership performance group to meet and agree performance targets.
Andrew Drummond-Hunt /Andrew Medley	Transport	Implement a better, simpler, more accessible and cost effective model of transport service provision, through a multi-agency approach.	✅	Progress Update: Green because Joint Framework contract management arrangements being developed and implemented with partners. Contracts continue to be tendered through the framework. SBC/CPP Transport Services structure implemented. "Community Transport Hub" operational as of beginning of October. Bus and Rail connectivity - Proposals to improved bus connectivity with the Borders Railway implemented for the opening of the railway. "Blueprint" funding approved. Integrated Transport in Berwickshire - Stakeholder/community events held at Berwickshire High School and Eyemouth High School to identify access/transport issues and potential solutions to these issues.	Fully implement Joint Framework contract management arrangements with NHS Borders. Commence monitoring of savings and benefits coming through the framework "Community Transport Hub" - continue to develop and promote the hub. Bus and Rail connectivity - Commission research into railway usage. Integrated Transport in Berwickshire - Develop and start to implement solutions identified at the events to improve transport and access to services in the Berwickshire area. Scope out events for other areas across the Borders. Bus Service Review - Scope out and commence review of the supported (subsidised) bus network in conjunction with the Strategic Transport Board.

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Priority 2: Improve attainment & achievement levels

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Donna Manson	Children & Young People	Improve the learning experience and opportunities for our children and young people through early intervention and prevention, a sustainable school estate and more integrated and streamlined management and admin.	✅	Progress Update: It is Green because in Theme 2 (Developing Business Support) Workshops with non-school based staff have taken place and good feedback received. Small working groups have been formed to take forward actions arising from the workshops. Theme 3 (Online Payments) - Evaluation work has commences which will inform the Business Support Review. Theme 4 (Facilities Management Review) - Baseline data gather of current provision complete. Cleaning services are to be excluded from this review and will form part of the Alternative Service Models Programme instead. Theme 6 (Pupil Support Model) - Weekly ASN Transformation meeting is taking place to progress redesign of ASN Service. Theme 8 (Early Years Staffing Review) - Evaluation of phased approach to staffing model complete, findings to be communicated to EY Staff in a series of briefings, seeking views for full roll-out by August 2016. Central Admissions Process has highlighted potential for improved use of capacity for take up and staffing purposes.	Theme 2 (Developing Business Support) - Workshops with managers / stakeholders to take place. Working groups to commence and report on actions. Theme 3 - Online payments launch events for Jedburgh, Kelso, Earlston and remaining Selkirk clusters, followed by training for school staff in preparation for a go-live date of 5th January 2016. Theme 4 - (Facilities Management Review) - Communication with staff. Change scope to focus on janitorial, evening and summer lets. Theme 5 - Building work starts at Complex Needs Centre, Earlston. Theme 6 - Base lining of current ASN staffing will be complete. Draft revised structures ready for discussion/consultation. Theme 8 - SBC LA Nursery staffing – model for implementation in August 2016 confirmed. HR process for EY Staffing implemented. Admissions Process - scope of work and timeline established.

Priority 3: Provide high quality support, care and protection

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Susan Manion/ Graeme McMurdo	Adult Services	Deliver service change and financial savings across a range of Adult services, including charging policy and focus on a reablement approach to care.	✅	Progress Update: Green because In-year savings identified to address the Financial Plan requirements of the Transformation Programme. Plans to deliver 16/17 savings presented to CMT.	CMT approval of Adult Services plans for 16/17 with subsequent plans in place for delivery. Adult Services Delivery Group meetings establish to plan and monitor reviews, projects and savings.

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Priority 4: Build the capacity and resilience of our communities

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Jeanette McDiarmid	Localities Programme	Ensure SBC activity within localities is co-ordinated, via 5 locality plans containing clear actions and accountability.	⚠️	Progress Update: Amber because Stakeholder consultation and engagement to gain a wider perspective of views and priorities from groups within the Cheviot community did not go ahead as scheduled in October, and will now take place over the next two months. Once this community consultation and engagement process has been undertaken, a draft Locality Plan will be created and the actions within it prioritised.	Shona Smith will now be progressing the Localities Programme. It is the intention to work with officers and Elected Members during November and December, and have a draft Locality Plan developed for the end of the year to enable consultation with the community and key stakeholders in Spring 2016.
David Cressey	Digital Connectivity	Maximise community and town access to digital connectivity/broadband and mobile telephony.	✅	Progress Update: Green because a draft brief has been produced and discussed at CMT. Guidance from CMT is that some themes sit more appropriately in other pieces of work. There are four key themes which have been identified: Theme 1 relates to Physical Infrastructure - it has been agreed that this has been entirely covered in other initiatives (Community Broadband Scotland and lobbying for improved telephony coverage). Theme 2 - Digital Service Provision - this is already being covered in the Customer First Project. Theme 3 - Digital Inclusion - a paper will be prepared for the Future Services Reform Group, as part of the Community Planning Process, around the development of a Digital Citizen/Digital Inclusion Strategy across Community Planning Partners. Theme 4 - Digital Economy - this area is already covered within other Economic Development briefs.	All of the key themes identified in the project brief have been confirmed as being covered in other pieces of work being undertaken within SBC or other external bodies. As a result, consideration is being given to closing this workstream.

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5: Maintain and improve our high quality environment

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Jenni Craig/ Ross Sharp-Dent	Waste Plan	Create efficiency savings, reduce expenditure and provide additional income through the implementation of a strategy that is financially and environmentally sustainable.	✅	Progress Update: Green because Report presented and approved by Council on 25th July outlining approach to developing the new Waste Management Plan. Meetings of the Member-Officer Working Group (MOWG) and Waste Project Board have taken place. Easter Langlee Landfill Way Forward report approved by Council on 27th August. This confirms the closure of the landfill and development of a new Waste Transfer Station by 2017. Zero Waste Scotland facilitated a workshop on 21st October to agree the Priorities against which the outputs of the Options Appraisal will be assessed. From this various collection scenarios have been agreed for modelling. Waste Consulting commissioned to undertake a review of working patterns. Work on the; landfill closure, Waste Transfer Station development, Residual Waste Procurement and CRC bulky waste projects has commenced. Community Recycling Centre Trade Waste Access Policy presented to Council on 12th November.	Data/information to be provided to Waste Consulting for working patterns review. Data to be collated for issue to Zero Waste Scotland to enable waste collection scenario modelling to be undertaken. Hawick CRC groundworks - works to commence shortly. Consultant to be procured to undertake Strategic Environmental Assessment for Waste Management Plan. Prepare for the introduction of trade waste food collections. Prepare for the introduction of the new CRC trade waste policy.
David Robertson	Energy Efficiency Programme	Implement spend to save energy efficiency schemes across the Council estate.	✅	Progress Update: Green because the Project Brief has now been completed and signed off. Suppliers have been engaged regarding several work streams and the project is awaiting quotes/programmes of work to review. Progress is to be monitored and updated to identify if there will be any slippage on implementation and this will be reported on.	Work will have started on double glazing at HQ. Programme of works should be available for year 1 planned work.

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Priority 6: Develop our workforce

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Rob Dickson/ Clair Hepburn	Workforce Transformation	Enable staff to deliver service improvements, review existing management and admin structures and deliver a reward and benefit strategy.	⚠️	Progress Update: It is Amber because the brief is still in draft form. A draft was brought to CMT in August and a further draft has been prepared based on comments. The Rewards and Benefits Package was launched on 19 October 2015 along with the Extranet which provides access to not only the on-line benefits package but also to electronic communications on employee's own personal devices. This will enable electronic communication with staff who do not currently have access to the Council network.	Brief to be finalised. Detailed Performance Report to be prepared for presentation to December Executive. Rewards & Benefits - roadshows are planned in the localities to demonstrate the Rewards and Benefits site and promote the Benefits Package. This will include encouraging employee sign-up to the scheme and the site.

Priority 7: Develop our assets and resources

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Andrew Drummond-Hunt	Property & Assets	Pursue opportunities around estate rationalisation, taking full account of future service delivery models and school estate strategy, identifying specific targets for energy efficiencies.	✅	Progress Update: Green because SLEEP project progressing and will deliver savings Property and Assets Brief agreed by CMT. Plans being developed to meet the full financial savings.	Discussions on feasibility of accelerating the SLEEP programme required. Plans commenced for delivering the £1.5m property savings commencing 18/19.

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Priority 8: Ensure excellent, adaptable, collaborative and accessible public services

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Brian Frater	Data / Information Sharing	Deliver information sharing requirements across partners.	⚠️	Progress Update: Amber because the Brief has still to be completed. This is largely due to capacity due to long-term absence. A high level scoping document has been produced. However, further work is dependent on the recruitment of an interim Information Manager. Depending upon the filling of this post, it is hoped that the Brief can be completed within the next reporting period. A pan Lothian data sharing agreement has been completed providing the basis for information and data sharing between NHS and Local Authorities across the Lothian and Borders.	Recruitment of interim Information Manager and completion of the Brief.
Philip Barr	Alternative Service Delivery Models	Review service delivery and Trust models to develop more cost effective service delivery models (e.g.) LLP's and joint ventures.	✅	Progress Update: Green because extensive work on scoping Roads Review project. Integrated Trust Feasibility Report complete and Council/BSLT agreement to progress with implementing an Integrated Trust. SBCares is up and running and progressing to business plan.	Agree Roads Review Project outcomes/timescales. Progress implementation of Integrated Trust. Scope/plan project. Scope out other areas of the programme. Establish more detail on where financial savings will come from and when.
Elaine Torrance	Co-Production	Involvement of communities from the outset in the development, design and delivery of service.	✅	Progress Update: Green because work has commenced on time in the development of a co-production policy. A Group has been established to take this forward and a draft definition of Co-production is being finalised.	Develop a toolkit/workbook and associated training to assist staff in implementing the co-production approach.

Susan Manion/ James Lamb	Integration of Health & Social Care	Improved outcomes for service users and carers who will have clear access routes to services and information.	⚠	Progress Update: Amber because - although both key documents, the Scheme of Integration and the Strategic Plan are now behind original schedule they are still within the national timescales. A second draft of the Scheme is being submitted to the Scottish Government and the second draft of the Strategic Plan is currently published and out for further consultation / engagement.	Revised Scheme of Integration to be submitted to Scottish Government. The final Strategic Plan to be drafted in preparation for the Integrated Joint Board (IJB) on 1 February. Plan to be produced for the December meeting of the Integration Joint Board setting out the remaining work to April 2016 and the completion of the programme.
Jenni Craig/ Graeme Dobson	Customer First Ph2	Continued roll out and development of modern customer services across the Council.	✅	Progress Update: Green because all workstreams are progressing as planned except for End to End Fault reporting which is on hold until analysis of the CGI IT offering is concluded. Progress at Programme level this month included establishment and initial meeting of Programme Board. At project level, eBuilding Standards PID was developed with iDox. Programme Brief agreed by CMT.	eBuilding Standards PID will be signed off jointly by SBC and iDox. Feedback from CGI workshops will be used to review IT requirements in all Projects within the programme. Duty Hub Project Plan and PID will be developed. eBenefits should be implemented fully after conclusion of testing.
David Robertson	Business Process Re-engineering	Agreed approach to process improvement applied across a range of service areas	⚠	**Progress Update: Amber** - Status remains Amber until clarity on the future direction of this work stream is determined. Requirements and dependencies with other Transformation work-streams have been identified. Consequently due to the evident links with the ICT Change Programme discussions are ongoing within the Transformation Management Team to align the resource demands of that programme with the limited internal resources. As these resource demands harden appropriate decisions will be made to determine how to meet these demands. Previous update suggested two possible approaches (noted below) and these remain valid. However, it is the belief of the Transformation Team that point 2 could be developed and covered under the Workforce Transformation work-stream. For item 1 it would seem likely that the depth and breadth of Process Review/Redesign will be determined on a case-by-case basis.	1. Firm up on resource requirements and priorities for BPR activities to support the ICT Change Programme. 2. Develop the approach to be adopted for continual business improvement as part of the Workforce Transformation work-stream.

				Consequently there are ongoing discussions around whether a discreet brief will be required for this component. 1. External resources to undertake the extensive BPR work that will potentially be required to support the ICT Change Programme (further discussion required). 2. An in-house approach to transfer skills and build capability within business units to undertake smaller business process reviews and redesign work. (Initial draft brief issued to project team 22/09).	
Rob Dickson	ICT Change Programme	IT underpins the majority of the corporate transformation areas and implementation of the ICT strategy will support the delivery of financial savings.	✅	Progress Update: Green because ICT Board scheduled - first meeting held on 17/09. Governance model agreed for sub-boards. Engagement with CGI now in progress. CEC OBS document review completed. Requirement for new OBS documents agreed with CGI and new OBSes being drafted. Initial analysis of CGI responses to Edinburgh completed and workshops planned with the business and CGI to review the areas where the SBC end state may differ from that proposed. Report and business case scheduled for Council 17/12.	Programme sub-boards scheduled. Complete the collection of volumetric information for all OBSes to allow CGI pricing to be applied to SBC's requirements. Complete all outstanding new OBS documents. Finalise pricing of existing service. Start analysis of CGI responses and work with ICT to understand and cost service improvements to offer a like for like service. Commence work on options appraisal, future ICT service landscape, transition / transformation costs, commercial framework and detailed implementation plan beyond December 2015.