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EXECUTIVE COMMITTEE
TUESDAY, 16 FEBRUARY, 2016

The following items of additional business will be considered at the MEETING of the EXECUTIVE

COMMITTEE to be held in the COUNCIL CHAMBER, COUNCIL HEADQUARTERS, NEWTOWN

ST BOSWELLS, TD6 0SA on TUESDAY, 16 FEBRUARY 2016 at 10.00 am

J. J. WILKINSON,
Clerk to the Council,

9 February 2016

	ADDITIONAL BUSINESS	
17.	**Corporate Transformation Progress Report** (Pages 1 - 32) To consider report by Corporate Transformation & Services Director. (Copy attached).	

NOTES
1. **Timings given above are only indicative and not intended to inhibit Members' discussions.**

2. **Members are reminded that, if they have a pecuniary or non-pecuniary interest in any item of business coming before the meeting, that interest should be declared prior to commencement of discussion on that item. Such declaration will be recorded in the Minute of the meeting.**

Membership of Committee:- Councillors D. Parker (Chairman), S. Aitchison, S. Bell, C. Bhatia, J. Brown, M. J. Cook, V. M. Davidson, G. Edgar, J. G. Mitchell, D. Moffat, D. Paterson, F. Renton and R. Smith

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CORPORATE TRANSFORMATION PROGRESS REPORT

Report by Corporate Transformation & Services Director

EXECUTIVE COMMITTEE

16 FEBRUARY 2016

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 1 December 2015 and sets out planned activity in the reporting period to the end of May 2016.**

1.2   Corporate Transformation Progress Reports are brought to the Executive Committee on a quarterly basis. This is the fourth quarterly progress report since the Programme was established in February 2015.

1.3   On 11 February 2016, the Council also considered an annual progress report on Corporate Transformation which set out how it will continue to support the delivery of the Council's 8 Priorities, its Financial Strategy and significant service improvements moving forward.

1.4   The current 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 (rating them Red, Amber or Green) and sets out key milestones in the next quarter.

1.5   A summary of progress across the whole transformation programme is set out in Appendix 1. This report focusses on progress made in 4 key programmes:

(a)   Children & Young People

(b)   Integration of Health and Social Care

(c)   Workforce Transformation

(d)   Customer First

Detailed performance reporting infographics for of each these areas are set out in Appendices 2 to 5 and outlined in Section 4 below.

2   RECOMMENDATION

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

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3   BACKGROUND

3.1   In February 2015, 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 fourth quarterly Corporate Transformation Performance Report and sets out:

(a)   Progress since December 2015

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

3.5   On 11 February 2016, the Council also considered an annual report on the Corporate Transformation Programme setting out progress over the last year and how it would continue to support the delivery of the Council's 8 Corporate Priorities and the 5 year Financial Strategy.

4   PROGRESS

4.1   The main areas of progress to highlight within this reporting period are set out below and are supported by the performance infographics in Appendices 2 to 5.

4.2   **Children and Young People**

4.2.1   Appendix 2 provides a summary of the good progress being made in delivering this programme and also sets out key milestones in the year ahead. Key areas of progress include:

(a)   The review of Management Structures is largely completed.

(b)   Online payments have been successfully launched in 46 out of 71 schools.

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(c)   The Business Support & Administration Review is now well
        established.

(d)   Additional Special Needs – a new approach to Complex Needs and
        SEBN (Special Educational and Behavioural Needs) provision has
        been developed which will support and enable a child to remain in
        mainstream school wherever possible.

(e)   Two-thirds of Nursery settings are now operating the new model of
        Early Years and Childcare provision. A new Early Years Centre was
        opened within Burnfoot Community School in November 2015.
        This centre offers a range of drop-in facilities for parents and
        children from the local area.

(f)   Work has commenced around the School Estate Review.

4.2.2   Over the coming year, this Programme will move into a dynamic phase
        which will see the redesign of processes, structures and services that will
        lead to better service provision and achieve planned efficiency savings.
        This will include:

(a)   Online Payments - The final 25 schools will adopt online payments
        by Easter 2016 and further evaluation work will be undertaken to
        inform the Schools Admin Review.

(b)   Business Support & Administration Review – The review will be
        completed and implemented by April/May 2016 at HQ and by
        August 2016 in schools. Once new structures are in place, staff will
        adopt common processes and procedures to ensure that a
        streamlined and flexible support service is provided.

(c)   Early Years and Additional Special Needs - Job matching will be
        completed and new models fully operational for the new academic
        year in August 2016.

(d)   School Estate Review – There will be a consultation exercise to
        inform a strategy for the estate from 2017/18:

        Building works will commence for:-

        (i)   Kelso High School (completion in Autumn 2017)

        (ii)   Broomlands Primary School (completion in Spring 2017)

        (iii) Langlee Primary School (completion in Spring 2017)

        (iv)   Duns Primary School (completion in Spring 2017)

4.3   **Health and Social Care Integration**

4.3.1   (a)   Appendix 3 provides a summary of progress with the programme.
        The programme aims to integrate adult health and social care
        services to deliver a more person-centred service to achieve "best
        care, best health, best value". This will be achieved by joining-up
        services across organisational boundaries and providing a seamless
        patient/client pathway. In line with legislation, the programme

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brings together Health and Social Care teams from NHS Borders and Scottish Borders Council as well as other partners such as the third sector. This is one of the most significant changes in the sector for decades

(b)   The programme has delivered the final version of the Strategic Plan after wide engagement with public and staff. The Plan was presented to the Integrated Joint Board on 1st February 2016 and will be published by the 31st of March along with supporting statements which are now being developed. A final version of the Scheme of Integration has been submitted to the Scottish Government and is expected to be ratified by the Scottish Parliament by the 8th February.

4.3.2   With the formal establishment of the Integrated Joint Board, the partnership delivering the integrated services will be fully operational by 1st April 2016. Work is now underway to manage this transition, building the various strategic and operational components such as performance monitoring framework, commissioning plans, integrated team structures and streamlined partnership process and decision making.

4.4   **Workforce Transformation Programme**

4.4.1   Appendix 4 summarises the progress and activity for the Workforce Transformation Programme. This is one of the core programmes of Corporate Transformation playing a vital role in ensuring that we plan ahead to manage the changes to the size, structure and skills of the workforce to deliver new improved and more efficient ways of providing our services.

4.4.2   In delivering more efficient and automated processes, savings will only be achieved if, over time, fewer people are involved in delivering them. Over the life of the programme, Workforce Transformation will seek to support a managed reduction in in the workforce by using natural turnover[1], targeting early retirement and voluntary severance and through succession planning – all of this within the context of the aging profile of the workforce[2].

4.4.3   The Workforce Transformation Programme has four main strands:

(a)   People Planning – the introduction of a People Plans aligned to the Corporate Planning, Business Planning and Financial Planning process to ensure that services have the right size of workforce with the right skills to implement changes and deliver new ways of working. Work on developing People Plans across the organisation is already underway.

(b)   Employee Benefits – a package of employee benefits including discounted offers on a range of services and products from IT equipment and financial services to electronic goods and cars. The scheme was launched on 19th October last year and is being rolled out across the organisation

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[1] Annual turnover is currently at 9.77%
[2] By 2020, 10% of our workforce will be 65+ and 26% will be 60+

(c)   Employee Communications and Engagement – reintroducing the staff survey and developing an employee communications strategy that makes use of new media including the use of an extranet to enable electronic communications with all staff.

(d)   Business Mileage – a project to support a reduction in business mileage by 20% through awareness raising, the development of a new "grey fleet policy", and the use of technology for on-line meetings and video conferencing to provide an alternative to face to face meetings.

4.4.4   The key milestones and targets relating to Workforce Transformation, as far as they have been identified to date, are set out in Appendix 4. These milestones and targets will be updated and added to as the programme matures and progresses.

4.5   **Customer First Programme**

4.5.1   Appendix 5 sets out progress and projected activity for the Customer First programme. This is phase 2 of a programme aimed at modernising our customer service arrangements to ensure that services and information can be accessed by the customer in ways and at times that suit them. Phase 2 of the programme aims to move the volume of customer transactions from traditional face to face and telephone contact to modern, anytime anywhere digital services. In doing this the Council aims to provide a better customer experience and at the same time realising efficiencies and cost savings.

4.5.2   Over the coming year the Customer First Programme, in conjunction with the delivery of new ICT solutions, will expand the number of online services available via digital media and web services. This will enable customers to self-serve online for a wider range of services and information. In enabling these online services, the Council will improve its business processes and realise efficiencies from improved ways of working.

Good progress is already being made in a number of areas:

(a)   Fault reporting – Customers will be able to report a fault from their device and will receive updates and feedback as the fault is resolved. This online method of self-service will be accompanied by the reorganisation and re-design of back office processes and the removal of some processes which will be rendered unnecessary by the implementation of digital transacting. This will produce savings in terms of reducing back office processing and work is planned to identify and deliver the potential financial savings to the Council.

(b)   Benefits Claims – This is another example of a process currently performed in the back office which will be reduced by having customers self-serve. Last year, the Council launched a facility where customers can claim Housing Benefit and Council Tax benefit by completing online forms. This is still in its very early stages with the facility only available internally and to community partners like Housing Associations. This will be developed to enable customers to access the online service directly and work is planned to establish and deliver the associated efficiency savings.

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Ultimately, most services will be made available online. Over the coming year, it is planned to prioritise further online service provision targeting the most popular services – i.e. those with the highest number of transactions.

5   COMMUNICATION AND ENGAGEMENT WITH THE UNIONS

5.1   Communications plans for all Corporate Transformation projects are in development as part of the Communications Strategy for the programme. Council communications officers are supporting each project manager with this work. To ensure effective communication with all stakeholders is maintained, any activities from each project e.g. events, consultations, press releases, staff messages, are being populated within one central matrix which has oversight of all forthcoming communications activity for the programme. This provides the opportunity to forward plan and join up activities where possible.

5.2   Key messages are now being integrated in all public and internal communications activities to help raise awareness of the programme and its aims. This is closely aligned with financial plan communications plan. By integrating this work, it aims to highlight the financial challenge facing the Council more effectively. A section of the staff intranet has now also been developed and will be used to highlight any updates for staff, through the use of the staff fortnightly SBUpdate email bulletin.

5.2   The Trades Unions continue to consider the most up to date tracker 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 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.

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. Across the whole programme work is focused on the achievability and progressing planning the delivery of all savings to ensure future plans continue to be set on a realistic and achievable basis.

7.3   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.

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8 IMPLICATIONS

8.1 Financial

(a) 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.

(b) A comprehensive progress update on the Borders Railway Programme was provided in the Corporate Transformation Report to Council on the 11th February. For the purposes of financial monitoring, Police and Fire Reserves (£250,000) have contributed to activity to deliver the Railway – in particular landscaping works at the access to Tweedbank Station, tourist touchscreens, Borders Railway Celebration Fund (Grant Scheme) with the balance contributing towards the costs of the opening celebrations as detailed in Appendix 6.

8.2 Risk and Mitigations

A formal risk management approach is being applied consistently and appropriately to all activity in 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

Author(s)

Name	Designation and Contact Number
Andrew Medley	Portfolio Manager – 01835 825267
James Lamb	Portfolio Manager - 01835 825392

Background Papers: Nil
Previous Minute Reference: Scottish Borders Council, 12th February 2015.

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, Tel 01835 825392 or – email jlamb@scotborders.gov.uk.

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Corporate Transformation Programme Tracker For Executive Committee as of 31 January 2016

Updated: 10/02/2016   **Appendix 1**

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	✅	Rob Dickson / Douglas Scott

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

Corporate Transformation Programme Tracker For Executive Committee as of 31 January 2016

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 key Milestones achieved: - Business Opportunities Guide launched. - Steam Train Experience delivered. - Tourism Train Market Assessment completed. - Inward investment event delivered. - Partnership performance group meet to develop performance targets.	New Milestones to be delivered: - Appointment of Inward Investment Project Manager. - Communications Plan for 2016. - Approval of ScotRail Visitor Experience Pilot. - Appointment of ScotRail Borders Railway Development Executive. - Approval of Great Tapestry of Scotland Visitor Centre. - Approval of EXPO 2016 and Wrapped Train PR Project. - Approval of Steam Train Experience 2016.
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 and monitoring of savings and benefits commenced. • SBC/CPP Transport Services structure fully implemented. • "Community Transport Hub" operating successfully with the number of journeys through the hub increasing. Second round of promotional marketing commenced. Operational group meeting monthly to take forward development plan. • Integrated Transport in Berwickshire - Following stakeholder/community events held at Berwickshire High School and Eyemouth High School initial solutions improving transport for school pupils implemented. • Agreement by Strategic Transport Board to hold next events in the Cheviot Area. • Bus Service Review - Scope and approach agreed by CMT. Review commenced.	• Finalise Joint Framework contract management arrangements with NHS Borders. Produce first report on savings and benefits coming through the framework. • "Community Transport Hub" - continue to develop and promote the hub. Commence work with NHS Borders on how the Hub can facilitate discharge from BGH and Community Hospitals. Complete first formal evaluation of the Hub. • Integrated Transport in Rural Locations - Implement additional solutions in Berwickshire. Plan and hold event in the Cheviot Area. • Bus Service Review - Carry out first stakeholder consultation on bus services.

Corporate Transformation Programme Tracker For Executive Committee as of 31 January 2016

Priority 2: Improve attainment & achievement levels

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved

Donna Manson / Janice Robertson	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 -
				 • Developing Business Support – A new structure for non-schools staff has been prepared based on valuable feedback received from Managers and staff. Working groups have continued to make progress in developing new processes and procedures.
				 • Online payments have now been launched in 46 out of 71 schools with excellent activation rates already at around 90%+ for at least 40% of schools.
				 • Additional Special Needs (Inclusion for All) – a new approach to Complex Needs and SEBN provision has been developed. Preparation to implement the new model continues. Contractors have commenced work on a new complex needs building in Earlston.
				 • The first stages of job matching have been completed for the redesign of the new model in Early years and childcare.
					• Developing Business Support – The review for non-schools staff will be completed and implemented by April/May 2016 with new structures in place. Work will be underway in the review of schools administration staff, following a similar process.
					 • The final 25 schools will adopt online payments by Easter 2016 and further evaluation work will be undertaken to inform the Schools Admin Review.
					 • Job matching processes for both Early years and Additional Special Needs will be complete and staff working towards the implementation of new models.
					 • There will be a consultation exercise on the School Estate Review which will help to inform Strategy for Implementation from 2017/18.
					 • Building works will commence for -
					  - Kelso High School, completion in Autumn 2017
					  - Broomlands Primary School, completion in Spring 2017 at a cost of £8.2m
					  - Langlee Primary School, completion in Spring 2017 at a cost of £12.2m
					  - Duns Primary School, completion in Spring 2017 at a cost of £8.5m

Corporate Transformation Programme Tracker For Executive Committee as of 31 January 2016

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 over £3m of 16/17 Financial Plan savings developed and will be subject to approval by Adult Services Delivery Group (ASDG).	Approval and sign off of plans to deliver >£3m of 16/17 savings by Adult Services Delivery Group (ASDG)

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 / Shona Smith	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.	Initial meetings have taken place with all Cheviot Elected Members and work has commenced on a Draft Locality Plan Framework. Once completed, (early Spring 2016) consultation on the Draft Framework will take place with the community and key stakeholders. Discussion has also taken place with key partners including the Scottish Fire & Rescue and the Health and Social Care Partnership to align action plans and community focus.

Corporate Transformation Programme Tracker For Executive Committee as of 31 January 2016

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Rob Dickson / Douglas Scott	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.

Corporate Transformation Programme Tracker For Executive Committee as of 31 January 2016

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 supporting options appraisal of refuse collection options. Initial feedback provided in December 2015. Shortlisting of phase 1 options expected in May 2016. Visits planned to other Council's to see systems in operation. • Consultant procured to take forward Waste Plan SEA - meetings taken place with SG SEA Gateway. • Work continues on development of new WTS and landfill closure. • Landfill capping and gas collection expansion complete. • Waste Consulting commenced work on 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 and to be introduced June 2016. • Trade food waste collections implemented as of 1st January 2016.	• Further data to be collated for issue to Zero Waste Scotland to enable waste collection scenario modelling to be undertaken. • Visits to other Councils to view assess different collection options, vehicles, bins etc. • Hawick CRC improvement expected to be complete by April 2016. • Consultant to be procured to undertake Strategic Environmental Assessment for Waste Management Plan. • Ongoing discussions with Scottish Water re leachate treatment options at Galashiels Sewage Works.

Corporate Transformation Programme Tracker For Executive Committee as of 31 January 2016

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
David Robertson / Chris Richardson	Energy Efficiency Programme	Implement spend to save energy efficiency schemes across the Council estate.	✅	**Progress Update:** Green because: • Work on planning for the HQ window replacement has started, with an anticipated start date of the 22nd February and should last 12 weeks. • Contractors have been engaged to start boiler optimisation in schools. An energy options report has been received from Amey.	• Work will have started on double glazing at HQ and should be nearing completion. • Boiler optimisation should be fully complete throughout all schools. Work should have started on the lighting and off peaking within selected schools.

Priority 6: Develop our workforce

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Rob Dickson / Clair Hepburn / James Lamb	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 Green as the brief has been agreed by CMT. • People Planning work is progressing and the roll-out of employee Benefits continues. • The Rewards and Benefits Package, launched on 19 October last year has had over 300 orders for Home Technology and Smart Phones and, in terms of the Car Salary Sacrifice scheme, 28 car orders have been approved. • A brief has been drafted for a project to support services to achieve a proposed target for a reduction in Business Mileage. • A corporate purchase scheme for train tickets has been agreed with Scotrail to help with Business Mileage and Carbon reduction goals. • Work has begun on scoping a staff communications strategy and a regular Transformation Section has been included in the Staff Magazine.	• Staff Benefits roadshows are being delivered in the localities to demonstrate the extranet site and promote the Benefits Package. This will include encouraging employee sign-up to the scheme and the site. • The Staff Communications Strategy will be completed and a Transformation section of the Intranet will go live in February providing more information on transformation-related work and what it means for staff. • Work will continue on developing the project to support the reduction in business miles and the corporate rail ticket purchase scheme will be launched. • Work on the People Planning process will continue with a view to completing the 1st cycle of the process in September, in time for the 17/18 financial planning process.

Corporate Transformation Programme Tracker For Executive Committee as of 31 January 2016

Priority 7: Develop our assets and resources

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Andrew Drummond-Hunt / Graeme McMurdo	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 Property and Assets savings discussed and in the process of being validated. Plans willl be developed to deliver financial savings.	Discussions on feasibility of accelerating the SLEEP programme required. Decisions made on feasibility and plans for delivering the £1.5m property savings commencing 18/19.

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 / Neil Cameron	Data / Information Sharing	Deliver information sharing requirements across partners.	⚠️	**Progress Update:** Amber because:
				• Temp Information Manager appointed
				• Improvement management programme scoped covering:
				  - Complete outstanding actions in the Information Management
				  - Improvement plan agreed by the Information Governance Group (IGG) for the Council
				  - Introduce common standards and policies for handling, storing, managing and using information at SBC in keeping with the Council's Information Governance Policy to meet legal obligations and PSN compliance
				  - Ensure a robust Information Governance structure is in place in keeping with the Council's Information Governance Policy
				  - Design a sustainable training and campaign package to promote best practice and compliance at all levels
				  - Recording policies and procedures to create a Records Management Plan Draft Project/Business Plan produced
					Project Initiation - to include:
					• Acceptance of revised overarching Information Governance Policy
					• Base lining of current policies and guidance
					• Risk Management policy and implementation
					• Training and Campaign design (Policy and process)
					• Review and agree roles and responsibilities
					• Commence policy review for PSN compliance

Corporate Transformation Programme Tracker For Executive Committee as of 31 January 2016

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Philip Barr / Stephen Roy / Graeme McMurdo	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 continues on Roads Review project, with options appraisal due to be presented to APWG on 16th February. • Integrated Trust Implementation well underway and due to be implemented on 1st April 2016. • SBCares is up and running and progressing to business plan.	• Approval of Roads Review options appraisal. • Implement Integrated Trust. • 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. Work on the briefing/communication strategy and toolkits has commenced.	Develop a toolkit/workbook and associated training to assist staff in implementing the Co-production approach.
Susan Manion / Sandra Campbell	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 - • The final version of the Strategic Plan has now been completed, but not yet approved, after wide engagement with public and staff. This was presented to the Integrated Joint Board on the 1st of February 2016 and is due to be published by the 31st of March, along with supporting statements which are now being developed. • A final version of the Scheme of Integration has been submitted to the Scottish Government and is expected to be ratified by the 8th February.	With the formal establishment of the Integrated Joint Board, the partnership delivering the integrated services will be fully operational by 1st April 2016. Work is now underway to manage this transition, building the various strategic and operational components such as performance monitoring framework, commissioning plans, integrated team structures and streamlined partnership process and decision making.

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Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
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. • Work to prepare for going live with new Government ePlanning Portal was concluded and SBC went live on scheduled date of 13th January 2016. • All project documentation for Social Work Customer Services project has now been produced and brought fully up to date, importantly this includes the project plan. • Significant progress has been made on this project with a large number of issues being resolved and closed resulting in the project being back on track in terms of timescales.	• eBuilding Standards PID will be signed off jointly by SBC and iDox. Workshops to redesign business processes around the new electronic application process will be held. • Feedback from CGI workshops will be used to review IT requirements in all Projects within the programme. • eBenefits should be implemented fully after conclusion of testing. • Baselining of customer data will be achieved in order that we can work towards identifying savings to the council as a result of making multiple services available online. • Communications plan will be developed in conjunction with PM, Comms and Jenni Craig.
David Robertson / Martin Brims	Business Process Re-engineering	Agreed approach to process improvement applied across a range of service areas	✅	**Progress Update:** Status is Green because: • Almost all parts of the Transformation Programme involve process re-design to find better, more efficient, ways of doing things. Business Process Re-Design requirements across the programme have now been identified and re-design activity is underway in Customer First (Fault reporting, E-building Standards, E-Benefits, Transfer of Social Work Duty Hub to Customer Services), Health and Social Care Integration, Children and Young People (Business Support). BPR work across the Programme will accelerate over the coming year particularly in relation to the delivery of the ICT Change Programme. • A programme of Continuous Business Process Re-design using LEAN/Six Sigma is being developed and will be rolled out in the coming months to support transformation activity across the Council. This will ensure that BPR skills are developed and transferred across the business.	Continue to deliver BPR work across the programme. Develop plan for BPR activity to support the ICT delivery programme. Implement LEAN/Six Sigma BPR programme to support this work.

Corporate Transformation Programme Tracker For Executive Committee as of 31 January 2016

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Rob Dickson / Bill Edwards	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:** Report presented to Council 17/12 and all recommendations agreed. • Work has continued with CGI to define the service and agree commercial principles. • Detailed review of proposed contract now underway. Workshops have been held with Finance and HR to review the ERP design - changes to the CEC model identified. Production of Final report to Council for the ICT Review underway. Options appraisal and full business case now in progress. On track for delivery to Council at the end of February.	Key Milestones for period: 01/02 - Final proposal and pricing received from CGI 10/02 - Draft Final ICT Review Report to CMT & start of consultation period 17/02 - Report published to Councillors 25/02 - Report presented to Council

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IMPROVING ATTAINMENT AND ACHIEVEMENT ENSURING AN INCLUSIVE APPROACH
CORPORATE TRANSFORMATION PROGRAMME

CHILDREN AND 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 & administration.

Financial Plan Savings (2015/16)
£1.017m

Theme 1
Management & Administration

Jun '15	Aug '15	Oct '15	Jan '16	Feb '16	Mar '16	Apr '16	Jun '16	Aug '16
Phase 1 of Management Structure complete.	Online payments Launch in Hawick & Peebles Schools cluster.	Workshops & consultation processes for Business Support Review.	People planning process commences. Business Support draft structures ready for consultation.	Job matching process begins. Consultation with schools-based staff begins.	Phase 2 of Management Structure complete. Business Support Review finalised.	Final online payments launch in schools-programme complete.	Finalise schools-based administration review	New streamlined support services in place including processes & procedures.
Data gather for EY and ASN projects to enable proposals to be drawn up.	Project briefs complete for EY and ASN re-design.	Evaluation of Phase 1 of EY model complete.	Statutory consultation on the relocation of SEBN provision.	Consult EY and ASN staff on job descriptions. Central Admissions panel for nursery places takes place.	Job matching process for both EY and ASN commences.	New ASN staffing model in place.	Results of statutory consultation reported to Council.	New EY staffing model in place.

Theme 2
Enhancing support & care for children & families

ASN- Additional support needs; EY- Early Years; SEBN: Social, Emotional and Behavioural Needs

Theme 3: Modernising our Learning Environments
Develop a "School Estates Strategy" for implementation from 2017/18

Capital Investment

Complex Needs Centre, Earlston	Autumn 2016	**£1.9m**
Kelso High School	Autumn 2017	**£Scottish Gvt**
Broomlands Primary School	Spring 2017	**£8.2m**
Langlee Primary School	Spring 2017	**£12.2m**
Duns Primary School	Spring 2017	**£8.5m**

Programme highlights

- Account activation rates for **online payments in schools**: 40% of schools already achieving **90%+**.
- 'Inclusion for All' – preparatory work to **support and enable a child to remain in mainstream school** wherever possible under development through a new approach to Complex Needs and SEBN provision.
- Redesign of **early years and childcare** provision across the Borders continues following the introduction of the Children & Young People (Scotland) Act 2014. The new model will underpin the overall goals of 'improving the quality of provision of early learning and childcare' and 'enhancing early intervention policy, guidance, practice and provision for our most vulnerable children'.

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PROVIDE HIGH QUALITY SUPPORT, CARE AND PROTECTION
CORPORATE TRANSFORMATION PROGRAMME

HEALTH AND SOCIAL CARE INTEGRATION

Improved outcomes for service users and carers who will have clear access routes to services and information.

Benefits

access	prevention & early intervention	care closer to home	efficiency & effectiveness	choice and control	reduced inequalities	supported carers

Key Milestones

2014
Orders and Regulations laid in Parliament; into force; Guidance completed and published.

Oct '15
Second draft of Strategic Plan issued for consultation (first draft developed late 2014).

Dec '15
- Final Borders "Scheme of Integration" submitted to Scottish Government
- Consultation on Strategic Plan closes.

Mar '16
Borders Strategic Plan approved.

Apr '16
Integration arrangements in place Performance monitoring arrangements in place.

Mar '17
- First year of operation complete
- Performance review based on agreed framework/measures.

Our Performance
What we want to achieve

Maintain 90% of adults rating the overall care provided by their GP as "Excellent" or "Good"

Maintain 96% of GP practice patients who felt that they were able to look after their own health 'very well' or 'quite well' (Scottish average= 94%)

Reduce overall rates of **hospital admissions by 10%**

More people supported and cared for in their own homes or another homely setting Currently **65%** in the Borders (62% in Scotland)

Increase % of carers reporting that they **feel supported to continue caring**

Currently 41% (lower than the Scottish average of 44%). **Target = 50%**

Full list of current performance measures at **www.scotborders.gov.uk/transformation**

Programme highlights

Extensive programme of stakeholder engagement in the development of the strategic plan. Engagement events included:

- Public Hall presentations
- Discussions with Health & Social Care Students at Borders College
- Presentations at Area Forums and other partnership groups
- Pop up events at local establishments and events such as;
  - Jedburgh Food Hall
  - Galashiels Interchange
  - Supermarket stalls

Scottish Borders Health & Social Care partnership

changing health & social care for you
a further conversation

Working together for the best possible health and wellbeing in our communities

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DEVELOPING OUR WORKFORCE
CORPORATE TRANSFORMATION PROGRAMME

Scottish Borders COUNCIL

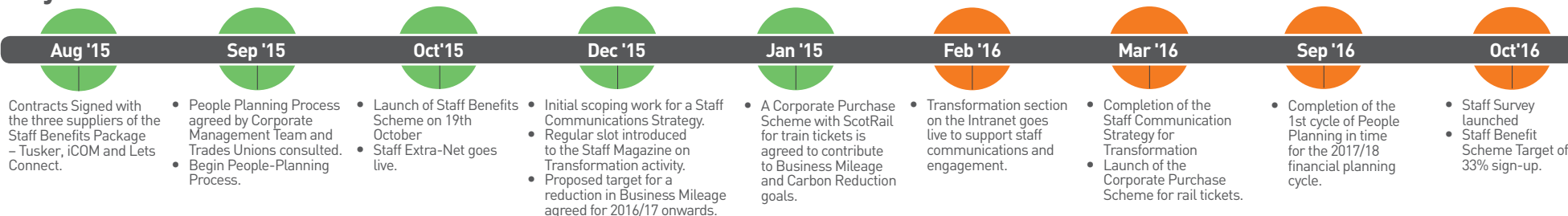## WORKFORCE PLANNING

By 2020 we will look, act and feel like a different organisation. We will be a smaller, more flexible and leaner organisation. We will be working in a more collaborative way with our partners with a focus on the needs of the users of our services rather than on service or organisational boundaries.

2015/16-2019/20 Financial Plan Savings
£1.048m
Corporate Transformation Savings

Key Milestones

Aug '15
- Contracts Signed with the three suppliers of the Staff Benefits Package – Tusker, iCOM and Lets Connect.

Sep '15
- People Planning Process agreed by Corporate Management Team and Trades Unions consulted.
- Begin People-Planning Process.

Oct'15
- Launch of Staff Benefits Scheme on 19th October
- Staff Extra-Net goes live.

Dec '15
- Initial scoping work for a Staff Communications Strategy.
- Regular slot introduced to the Staff Magazine on Transformation activity.
- Proposed target for a reduction in Business Mileage agreed for 2016/17 onwards.

Jan '15
- A Corporate Purchase Scheme with ScotRail for train tickets is agreed to contribute to Business Mileage and Carbon Reduction goals.

Feb '16
- Transformation section on the Intranet goes live to support staff communications and engagement.

Mar '16
- Completion of the Staff Communication Strategy for Transformation
- Launch of the Corporate Purchase Scheme for rail tickets.

Sep '16
- Completion of the 1st cycle of People Planning in time for the 2017/18 financial planning cycle.

Oct'16
- Staff Survey launched
- Staff Benefit Scheme Target of 33% sign-up.

Our Performance

5335 SBC Employees in 2015/16
(just up from 5319 employees in 2014/15)

2626 People **590** Chief Executives
1385 Place **734** SBCares

The age profile of our workforce

Age	%
<20	1
20-29	9
30-39	16
40-49	31
50-54	19
55-60	16
60-64	8
65>	2

10% of our workforce will be 65+ by 2020
26% of our workforce will be 60+ by 2020

SBC Employee Budget 2015/16

£149,411,000 45% of overall revenue expenditure
(down £314,000 from 2014/15)

£80,787,000 Staff
£54,389,000 Teachers
£14,235,000 SBCares

Key Measures (2014/15 Actuals)

4% absence
£3.2m overtime paid
4m business miles travelled
£1.6m business miles claimed

Programme highlights

Staff Benefits
The Package was launched on 19th October along with the Extranet which provides access to not only the online benefits package but also to electronic communications on staff's own devices e.g. home computers. This will enable electronic communication with staff who do not currently have a PC or have access to the council network. Roadshows are planned in the localities to demonstrate the site, promote the benefits package and get staff sign-up. Target = 33% sign up by Oct 2016.

People Plans
People Plans will sit alongside the Financial Plan and Business plans and set out how the workforce in each service will develop over the 5-year planning horizon and the action that will be taken to achieve these plans. Stage 1, is Workforce Planning which will help services to plan for staff numbers including early retirement and voluntary redundancies over the next five years. The approach was agreed by Corporate Management Team in September. Trades Unions were consulted and were in favour of a planned approach.

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ENSURE EXCELLENT, ADAPTABLE, COLLABORATIVE PUBLIC SERVICES
CORPORATE TRANSFORMATION PROGRAMME

CUSTOMER FIRST (PHASE 2)

Continued roll out and development of modern customer services across the Council.

Benefits Improved Customer experience

| more responsive services | better & faster communications | state of the art digital interaction and processing | efficiencies & cost savings |

Key Milestones

| 2015 | Jan '16 | Feb '16 | Mar '16 | Apr '16 |

Achieved in 2015
Programme Board constituted Projects and work streams established

- eBenefits: allowing customers to apply for benefits on line (Council Tax etc). Currently in test
- e-planning: customer engagement meetings to drive further uptake of the service and move to fully electronic service
- Improved mapping tool – arcGIS

- e-building standards: engagement events with customer groups. including Property Agents who already use the ePlanning Portal.

- Social Work Customer Services project to move calls from the Duty Hub to the Customer Services 0300 telephone number, providing customers with a consistent central point of contact
- Phased implementation between April and August

- SBC website upgrade: live on 6th April. More interactive and responsive to our customers' needs and expectations.
- e-building standards –ready to go live in April in order that SBC can offer ourselves as "early adopters" expected official launch in August (subject to Scottish Government confirmation)

Our Performance

Face to face transactions with SBC

Expect to see a *decrease in volume* as we improve our on line offering and allow more transactions to be done via the SBC website

Currently **18k** per quarter **Q2 2015/16**

Telephone transactions with SBC

Expect to see a *decrease in volume* as we improve our on line offering and allow more transactions to be done via the SBC website

Currently **25k** per quarter **Q2 2015/16**

Digital transactions with SBC

Currently analysing the uptake in other authorities, nationally, to allow us to project our likely *increase in digital transactions*

Programme highlights

Within our Planning Service, **e-Building Standards** will be launched in August and is expected to have an instant take up of **45 – 50%**. No paper will have to be submitted during the process and customers will have access to the application process 24x7 rather than being limited to "office hours".

Upgrade to the Scottish Government ePlanning Portal will be used as an opportunity to drive up the current usage of the service. ePlanning has been around for 6 years but we wish to increase usage and drive efficiencies and cost savings by engaging with customers through workshops in January 2016.

The upgrade of the **SBC website** is progressing well, to be delivered in April and will introduce a modern, enhanced interactive capability for customers. The benefits for the customer is that they will 24x7 access to transactional capability where they are currently restricted to "Office Hours" via Face to Face contact or telephone.

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Use of Police and Fire Reserves

	Total £'000
Borders Railway Celebration Fund	50
Landscaping - Tweedbank Station access	25
Tourist touchscreens (net)	56
Other Railway infrastructure	59
Railway opening celebrations	60
	250

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