

Public Document Pack



EXECUTIVE COMMITTEE TUESDAY, 7TH JUNE, 2016

A MEETING of the EXECUTIVE COMMITTEE will be held in the COUNCIL CHAMBER, COUNCIL HEADQUARTERS, NEWTOWN ST BOSWELLS, TD6 0SA on TUESDAY, 7 JUNE 2016 at 10.00 am

J. J. WILKINSON,
Clerk to the Council,

31 May 2016

BUSINESS		
5.	Corporate Performance Report: Annual Summary (2015/16) and Quarter 4, 2015/16 (Pages 1 - 10) Consider report by Chief Executive presenting a summary of 2015/16 performance. (Copy attached.)	30 mins
12.	Corporate Transformation Progress Report (Pages 11 - 22) Consider report by Corporate Transformation Services Director on progress in developing and delivering the Council's Corporate Transformation Programme since the last update report on 16 February 2016 and setting out planned activity in the reporting period to August 2016. (Copy attached.)	20 mins

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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SCOTTISH BORDERS COUNCIL CORPORATE PRIORITIES

ANNUAL SUMMARY OF PERFORMANCE 2015/16

HOW ARE WE DOING?

In 2013, we published our Corporate Plan, with eight priorities to work towards over a five year period. This summary provides an overview of performance during 2015/16, under each of the 8 Corporate Priorities. We continue to make significant progress across a number of key areas such as the economy and education, but recognise that there are ongoing challenges to face in the coming years. Reviewing performance information regularly is a vital part of ensuring we stay focused on what is important; *ensuring the best quality of life for everyone in the Scottish Borders, prosperity for our businesses and good health and resilience for all our communities.*

KEY

A mixture of performance information is provided under each priority:

Page 1

The top half of each page contains high level performance indicators that show, for example, the general health of the economy. For comparison we have included last years figure and any Scottish data (where applicable). While the Council may have influence over these indicators, they are largely contextual in nature, and the information is displayed within a grey box.

EMPLOYMENT RATE

76.2%
of people **aged between 16-64**
are now in employment

Scotland	73.1%
SB last year	78.3%

AVERAGE TIME TO DETERMINE PLANNING APPLICATIONS

By end of Q3 2015/16
average times were:

5.4
weeks for **major applications**

(Scotland = 35 weeks)

The bottom half of each page contains performance indicators that we have more influence over, for example, how quickly we process planning applications.

Information for each indicator is displayed within a white box above a coloured section. This coloured section (where applicable) will be either Green, Amber or Red and shows where performance has improved or reduced against the **previous year**.

- green - improved performance
- amber - a minor change in performance
- red - area for improvement


OUR CORPORATE PRIORITIES



ENCOURAGE SUSTAINABLE ECONOMIC GROWTH

HOW ARE WE DOING?

April 2015 – March 2016:

EMPLOYMENT RATE* 76.2% of people aged between 16-64 are now in employment		CLAIMANT COUNT (16-64YR OLDS) 1.83% of working age people are now out of work and claiming benefits		CLAIMANT COUNT (18-24YR OLDS) 3.9% of young people are now out of work and claiming benefits		PLANNING APPLICATIONS 1286 received during 15/16 	
Scotland	73.1%	Scotland	2.23%	Scotland	3.27%	SB last year	1257
SB last year	78.3%	SB last year	1.8%	SB last year	4.07%		

Wider Impact on our Economy





The **Scottish Borders Business Fund** offers new and small businesses the chance to apply for a discretionary grant of up to 50% of a project's eligible costs, up to a maximum of £4,000, towards projects designed to boost sales and increase profit. 2015/16 grants are forecast **to create 43 jobs and safeguard a further 57.5 jobs.**

The **Scottish Borders Business Loan Fund** aims to provide access to finance by providing small businesses with financial assistance both to develop projects that would not otherwise happen and to meet requirements of the normal business cycle. 2015/16 loans are forecast **to create 12.5 jobs and safeguard a further 29 jobs.**

Page 2

railway • connectivity • investment • skills • housing • railway • connectivity • investment • skills

Our performance during 2015/2016

BUSINESS GATEWAY 247 new businesses were created with our help  (up from 242 in 14/15)	BUSINESS LOANS AND GRANTS £162k was approved in loans over 9 successful applications to the Scottish Borders Business Loan Fund  (up from £51.6k in 14/15)	AFFORDABLE HOMES  220 affordable homes were delivered (Over 4 years 467 affordable homes have been delivered against a target of 400) (up from 62 in 14/15)	AVERAGE TIME TO DETERMINE PLANNING APPLICATIONS* By end of Q3 2015/16 average times were: 5.4 weeks for major applications (Q3 Scotland = 35 weeks)
1042 businesses were supported in 2015/16  (up from 1024 in 14/15)	£108k was approved in grants over 37 successful applications to the Scottish Borders Business Fund (down from £153.8k in 14/15)	Invoices paid within 30 days 92% on average were paid within 30 days in 15/16 (down from 93% in 14/15)	17.1 weeks for non-householders (Q3 Scotland = 11.7 weeks)
			6.5 weeks for householders (Q3 Scotland = 7.4 weeks)



IMPROVE ATTAINMENT AND ACHIEVEMENT LEVELS FOR ALL OUR CHILDREN AND YOUNG PEOPLE, WITH A FOCUS ON INCLUSION

HOW ARE WE DOING?

School year 2014-15:

POSITIVE DESTINATIONS 95.3% of the 1,203 school leavers went in to a positive destination	HIGHER OR FURTHER EDUCATION 72.1% of school leavers went into Higher or Further education	5 OR MORE HIGHERS 11.8% pupils from deprived areas gained 5 or more highs	Although slightly lower than the Scottish average, this shows a significant improvement from 2 years ago, when no pupils from deprived areas gained 5 or more Highers. A continued focus on "closing the attainment gap" will ensure further improvements.
Scotland 93.3% SB last year 94.2%	Scotland 66.1% SB last year 70.3%	Scotland 12.8% SB last year 6.6%	

Wider Impact - Closing the gap

Through targeted funding to improve reading attainment, significant success has been seen across P1 and P4 classes in Burnfoot (Hawick) and Langlee (Galashiels).

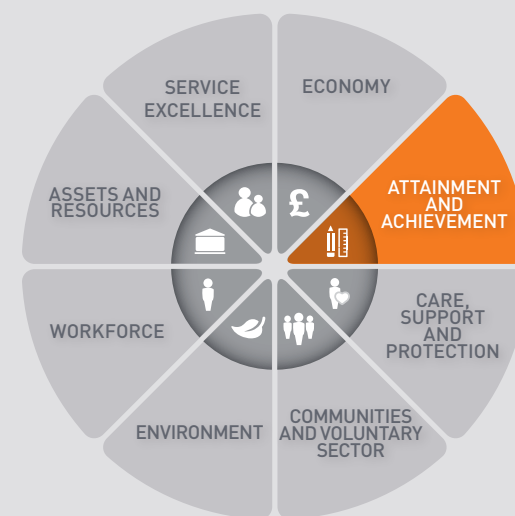


Page 3

inclusion • attainment • achievement • leadership • inclusion • attainment • achievement • leadership

Our performance

S5 PUPIL ATTAINMENT 2014/15 35.7% achieved 3+ SCQF Level 6 (Higher) or above (up from 28.8% in 2010/11)	S6 PUPIL ATTAINMENT 2014/15 48.4% achieved 3+ SCQF Level 6 (Higher) or above (up from 38.1% in 2010/11)	ATTENDANCE (TO DATE, DURING 2015/16 SCHOOL YEAR) 95.1% pupils attended their primary school Scottish average for 14/15 = 95.1%	EXCLUSIONS DURING 2015/16 35.7% reduction in the number of Primary school pupils excluded reduced by 15 since 14/15
15.8% achieved 5+ SCQF Level 6 (Higher) or above (up from 11.7% in 2010/11)	34.3% achieved 5+ SCQF Level 6 (Higher) or above (up from 25.5% in 2010/11)	92.6% pupils attended their secondary school Scottish average for 14/15 = 91.8%	33.8% reduction in the number of Secondary school pupils excluded reduced by 81 since 14/15



PROVIDE HIGH QUALITY SUPPORT, CARE AND PROTECTION TO CHILDREN, YOUNG PEOPLE, ADULTS, FAMILIES, AND OLDER PEOPLE

HOW ARE WE DOING?

April 2015 – March 2016:

SELF-DIRECTED SUPPORT APPROACH 20.6% of adults are using the Self-Directed Support approach (at end 2015/16)	DOMESTIC ABUSE 904 reported incidents of domestic abuse	CRIMES AND OFFENCES 2,916 group 1-5 crimes and offences were recorded	WELFARE BENEFITS SERVICE 2,754 people contacted our Welfare Benefits Service receiving over £8.6M in additional benefits
SB (June '15) 14.5%	SB last year 898	SB last year 3,189	SB last year 2,361

Partnership working

Targeted work across SBC and with partners has resulted in significant financial gains for people who contacted our Welfare Benefits Services for advice and support. As well as assisting people through the complexities of a changing social security system, there have been a number of successful initiatives within the Early Years Centres, taking a holistic approach to maximising income. Close working with midwives and attendance at a number of local "Bumps to Babies" and similar events has led to increased gains for clients of £500,000.

• support • independence • joined-up care • health • support • independence • joined-up care • health •

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Our performance during 2015/16

CARE AT HOME 72% of adults (aged 65yrs+) received care at home compared to a care home /residential setting (at end 2015/16) (above our target of 70%)	LOOKED AFTER CHILDREN 221 looked after and accommodated children (at end 2015/16) (up from 188 at end 2014/15)	85% of looked after children (across all ages) were living within a community family-based placement (at end 2015/16) (up from 84% at end 2014/15)	CHILD PROTECTION 40 inter-agency discussions (Initial Referrals Discussions) concerning the safety of a child held , on average, a month (Apr'15-Mar'16) (up from 30 from Apr'14-Mar'15)
NEW SERVICE USERS 95% of new service users received a service within 6 weeks of assessment (at end 2015/16) (down from 98% at end 2014/15)	children looked after on 31 July 2015 as a percentage of the 0-17yr old population 0.9% Scottish Borders 1.5% Scotland 1.1% Family Group* (up from 0.8% at end of July 2014)	72% of looked after children aged 12yrs+ were living within a community family-based placement (at end 2015/16) (down from 74% at end 2014/15)	28 children on the Child Protection Register (at end 2015/16) (down from 33 at end 2014/15)

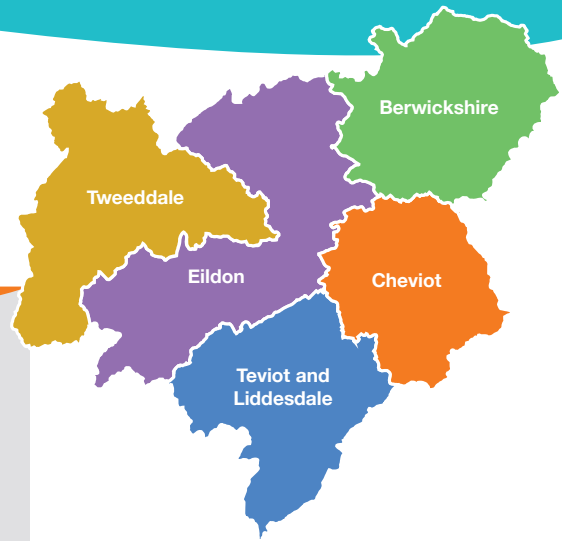


04

BUILD THE CAPACITY AND RESILIENCE OF OUR COMMUNITIES AND VOLUNTARY SECTOR

HOW ARE WE DOING?

April 2015 – March 2016:



TWEEDDALE

The following funding was awarded

£271k National Lottery	£14,210 Quality of Life Fund
£20,189 Community Grants Scheme	£2,014 Neighbourhood Small Schemes Fund

EILDON

The following funding was awarded

£94k National Lottery	£19,720 Quality of Life Fund
£41,085 Community Grants Scheme	£22,683 Neighbourhood Small Schemes Fund

CHEVIOT

The following funding was awarded

£146k National Lottery	£9,253 Quality of Life Fund
£22,669 Community Grants Scheme	£25,173 Neighbourhood Small Schemes Fund

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14 projects currently in development

25 projects currently in development

15 projects currently in development

763 residents have signed up to our **SBAlert service** as of March 2016

RESILIENT COMMUNITIES

7 active resilient community plans in place as of March 2016

1241 residents have signed up to our **SBAlert service** as of March 2016

RESILIENT COMMUNITIES

6 active resilient community plans in place as of March 2016

710 residents have signed up to our **SBAlert service** as of March 2016

RESILIENT COMMUNITIES

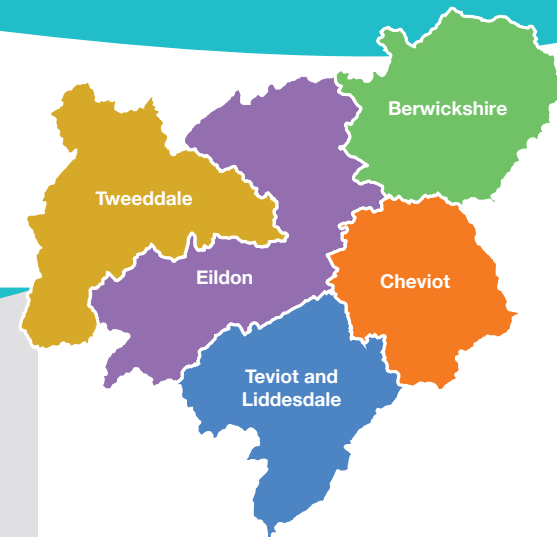
8 active resilient community plans in place as of March 2016



BUILD THE CAPACITY AND RESILIENCE OF OUR COMMUNITIES AND VOLUNTARY SECTOR

HOW ARE WE DOING?

April 2015 – March 2016:



BERWICKSHIRE

The following funding was awarded

£639k National Lottery
£13,050 Quality of Life Fund

£22,481 Community Grants Scheme
£47,723 Neighbourhood Small Schemes Fund

29 projects currently in development

TEVIOT & LIDDESDALE

The following funding was awarded

£117k National Lottery
£16,791 Quality of Life Fund

£25,255 Community Grants Scheme
£24,994 Neighbourhood Small Schemes Fund

18 projects currently in development

BORDERS WIDE PROJECTS

The following funding was awarded

£1.5m National Lottery

£13,840 Community Grants Scheme

14 projects currently in development

639 residents have signed up to our **SBAAlert service** as of March 2016

RESILIENT COMMUNITIES
13 active resilient community plans in place as of March 2016

435 residents have signed up to our **SBAAlert service** as of March 2016

RESILIENT COMMUNITIES
1 active resilient community plans in place as of March 2016

Borders wide project: music making opportunities for young people

A request has been made for a project grant of **£5,000** towards a yearlong project to provide music making opportunities for young people across the whole Scottish Borders. The project will encourage the development of music skills and provide a platform for networking between young people and music organisations in the area (total project cost = £20k)



MAINTAIN AND IMPROVE OUR HIGH QUALITY ENVIRONMENT HOW ARE WE DOING?

April 2015 – March 2016:

ROAD SAFETY 6 people were killed on our roads in 2015 	ROAD SAFETY 62 people were seriously injured on our roads in 2015 	HOUSEHOLD WASTE 37.51% of our household waste , on average, was recycled over the last 12 months 	HOUSEHOLD WASTE 62.22% of our household waste was sent to landfill , on average, over the last 12 months	HOUSEHOLD WASTE 0.27% of our household waste required 'other' treatment , on average, over the last 12 months
SB last year: 7	SB last year: 61	Scotland: 42.80% SB last year: 36.85%	Scotland: 49.30% SB last year: 62.90%	Scotland: 7.90% SB last year: 0.25%

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waste • spend to save • low carbon • waste • spend to save • low carbon • waste • spend to save •

Our performance during 2015/2016

ROAD CONDITION
46.3%
 of the **3,000km of roads** in the Scottish Borders should be **considered for maintenance**
 (up from 45.5% in 14/15)
 (Scottish average 37%)

COMMUNITY RECYCLING CENTRES
51.06%
 of **waste** was **recycled at SBC Community Recycling Centres**, on average, over the last 12 months
 (down from 53.06% during 2014/15)

Case Study
 Hawick Community Recycling Centre (CRC)

The Council is facing increasingly challenging recycling targets and financial pressures and the performance at our CRCs will be critical in whether they can be achieved or not.

In April 2015 Hawick Community Recycling Centre at Mansfield Road re-opened following a £350,000 investment in improvements. Benefits include enhanced traffic management through the use of one-way traffic flow which keeps the public away from the working areas of the recycling centre.

In 2015, Hawick CRC achieved a recycling rate of 52%, helping to divert 1,427 tonnes of waste from landfill. This helped the Council to avoid landfill tax costs of £119,000 which could be invested into other services.



DEVELOP OUR WORKFORCE HOW ARE WE DOING?

SBC Modern Apprentices 2015/16



Case Study Work Opportunities

Our Work Opportunities scheme is designed to improve the employment prospects of young people, those further from the labour market, the long term unemployed and those with disabilities.

In 2015/16 Scottish Borders Council provided 56 work opportunities across areas as diverse as Finance, Human Resources, Engineering and Customer Services.

One success story is Scott Hamilton. Scott initially started with the Council on work experience before entering the Work Opportunities Scheme in December 2014 as a Modern Apprentice (MA) in our Human Resource (HR) service. In January 2016, after a successful interview, Scott took up a clerical post within HR, a role he was familiar with due to his experience as a MA.

“I really love working at the Council as it has such a good working atmosphere and everyone is so easy to get on with. The work has been interesting and enjoyable and everyone has been eager to help me understand the work. The Modern Apprenticeship has given me hands on experience and helped me gather a real in-depth knowledge of the subject.”

benefits • communication • staff development • flexibility • benefits • communication • staff development •

Our performance during 2015/2016

SBC ABSENCE RATE

4.1%

of **working days were lost**, on average, **due to absence** as of March 2016

(up from 4.0% in March 14/15)

WORK OPPORTUNITIES

56

work opportunities are being supported by SBC through our **“Work Opportunities Policy”** as of March 2016

(up from 38 in March 14/15)



SBC STAFF BENEFIT SCHEME

33%

of **employees** have registered their discount card on the **Employee Benefit Scheme website** since October 2015

42

applications have been **approved** for the **Car Salary Sacrifice Scheme** since October 2015

311

applications have been **approved** for the **Technology Salary Sacrifice Scheme** since October 2015

SB LEARN

5,123

active learners are using our **in-house e-learning tool**, SBLearn, as of March 2016

(up from 3,335 in March 14/15)

APPRENTICESHIPS

37

apprentices are **employed with SBC** as of March 2016

(up from 22 in March 14/15)

APPRENTICESHIPS

73% male 27% female across various departments such as Human Resources, Engineering, Finance

(86% male in March 14/15)

(14% female in March 14/15)



DEVELOP OUR ASSETS AND RESOURCES

HOW ARE WE DOING?

April 2015 – March 2016:

CAPITAL RECEIPTS £847,711 was received from selling our fixed assets such as buildings in 2015/16	OCCUPANCY RATES 93% of industrial and commercial properties owned by the council were occupied as of March 2016
SB last year £347,360	SB last year 91%

Energy Efficiency Programme (EEP)

The EEP is a “spend to save” programme, acknowledging that to become more energy efficient we must invest in our properties, many of which must maintain certain standards e.g. schools.

There is also an ongoing review of our property assets and the energy efficiency programme must work in partnership with these reviews so that resources are not wasted. In 2015/16, as part of the EEP, boiler optimisation controls were fitted to **69** sites across the estate. Based on industry standards, we are aiming to save **£62,538** per year over these sites.

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buildings • energy efficiency • capital investment • buildings • energy efficiency • capital investment • buildings •

Our performance during 2015/2016

COUNCIL PROPERTIES

26 properties are no longer required

7 properties are advertised for sale

12 properties are currently under offer

http://www.scotborders.gov.uk/sale_lets

COUNCIL TAX

96.5% of Council Tax due was collected in 2015/16
(down from 96.65% in 14/15)

CAPITAL PROJECTS

125 number of projects ongoing across the council of which

- 108** are on target
- 16** are slightly behind target
- 1** is not on target

ENERGY CONSUMPTION* 2015/16

we used **9,439,496** kilowatt hours of electricity at a cost of **£1.015m**

(down from 10,079,060 in 14/15)
(up from £1.013 in 14/15)

ENERGY CONSUMPTION* 2015/16

we used **12,856,850** kilowatt hours of gas at a cost of **£0.365m**

(down from 13,223,676 in 14/15)
(down from £0.399m in 14/15)

*The energy consumption figures are based on 26 sites across the council which account for approximately 50% of the energy used across the council, and is therefore representative of the energy use across the council as a whole. The final figures for the whole estate will be not be available until June 2016.



ENSURE EXCELLENT, ADAPTABLE, COLLABORATIVE AND ACCESSIBLE PUBLIC SERVICES

HOW ARE WE DOING?

April 2015 – March 2016:

CUSTOMER INTERACTIONS 175,333 interactions with the public were handled by our Customer Service staff via email, face to face contact, phonecalls and mail in 2015/16	FREEDOM OF INFORMATION REQUESTS (FOI) 1147 requests for information under the Freedom of Information Act were received in 2015/16.	COMPLAINTS 564 customer complaints were handled by SBC in 2015/16	SOCIAL WORK SERVICE COMPLAINTS 71 complaints received regarding the Social Work service in 2015/16
SBC last year 188,412	SBC last year 1100	SBC last year 617	SB last year 59

Learning from Complaints

During 2015/16, customer complaints helped us to make improvements in the following areas:

- Issuing of bus passes to people with a disability or medical condition- work with Transport Scotland and DVLA to avoid unnecessary delays
- Registering a death- the development of an online system to help people at a difficult time
- Review of referral policies within Social Work- ensure that service users are aware of information that is being shared with other agencies.

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• ICT • customer focus • online services • partnership • ICT • customer focus • online services • partnership •

Our performance during 2015/2016

CUSTOMER INTERACTIONS 67,949 face to face interactions were logged by our Contact Centres during 2015/16	FREEDOM OF INFORMATION 88% of FOI requests were completed on time in 2015/16	COMPLAINTS Our average response times for complaints for 2015/16 were as follows: Stage 1 complaints 4 days (up from 3.9 in 14/15) Stage 2 complaints 17.2 days (down from 17.3 in 14/15) Escalated complaints 16.7 days (down from 17.5 in 14/15)	In 2015/16 we closed: 85.2% of complaints at stage 1 within 5 working days (down from 86.9% in 14/15) 77.5% of complaints at stage 2 within 20 working days (up from 77.4% in 14/15) 83.3% of escalated complaints within 20 working days (up from 60.9% in 14/15)
102,342 phone interactions were logged by our Contact Centres in 2015/16 (down from 115,108 in 14/15)	(up from 77% in 14/15)		





Corporate Transformation Programme Tracker For Executive Committee as of 25 May 2016

Updated: 02/06/2016

Appendix 1

Priority 1: Encourage sustainable economic growth

Railway Programme		Rob Dickson
Transport Programme		Brian Frater


Priority 2: Improve attainment & achievement levels

Children & Young People		Donna Manson
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Priority 3: Provide high quality support, care and protection

Adult Services		Susan Manion
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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
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Priority 7: Develop our assets and resources

Property & Assets Programme		Martin Joyce
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Priority 8: Ensure excellent, adaptable, collaborative and accessible public services



Information Management		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 25 May 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.		<p>Progress Update: Green because key Milestones achieved:</p> <ul style="list-style-type: none"> • Appointment of Inward Investment Project Manager. • Approval of ScotRail Visitor Experience Pilot. • Appointment of ScotRail Borders Railway Development Executive. • Approval of EXPO 2016 and Wrapped Train PR Project. • Approval of Steam Train Experience 2016. 	<ul style="list-style-type: none"> • Communications Plan for 2016 – PR Company appointed in May 2016. • Business Insider Inward Investment Event delivered on 20 May 2016. • Steam Train 2016 announcement in June 2016. • Submission of SE Tourism Destination Fund bid for Scottish Borders and Midlothian in June 2016. • Follow-up EXPO travel trade enquiries. • Agreement on feasibility study for line extension.
Brian Frater / Jim Stephenson Page 12	Transport	Implement a better, simpler, more accessible and cost effective model of transport service provision, through a multi-agency approach.		<p>Progress Update: Status is Green because key milestones have been achieved:</p> <ul style="list-style-type: none"> • Bus Subsidy Review – Consultation on services and proposals have commenced. • Community Transport Hub – Hub continues to develop and with journeys through the Hub increasing. Smarter Choices funding has been secured for development officer and additional resource to develop the Hub through 2016/17 and start work with NHS Borders on facilitation of discharge from BGH and Community Hospitals. Community Transport Hub has been shortlisted in 3 categories in the Scottish Transport Awards 2016. • Cheviot Area Transport Event – Event has been arranged and will take place on 7 June in Jedburgh Grammar School. • Car Club Feasibility Study commenced. • Joint contract management arrangements with NHS Borders still being finalised. Savings and benefits coming through the framework not yet fully identified. 	<ul style="list-style-type: none"> • Bus Subsidy review – Complete consultation on bus services and proposals, finalise new bus service proposals. • Community Transport Hub – Recruit development worker and implement additional resource and approach with NHS Borders for facilitating discharge from Hospitals. • Hold Cheviot Transport Event and take forward action to improve transport and access to services in the Cheviot Area. • Progress to finalisation of Joint Transport contract management arrangements with NHS Borders. • Car Club Feasibility study finalised and presented to Strategic Transport Board.


Corporate Transformation Programme Tracker For Executive Committee as of 25 May 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.		<p>Progress Update: Status is Green because the following milestones have been achieved:</p> <ul style="list-style-type: none"> • Developing Business Support – Job matching is complete for non-schools staff and staff have been informed of their new role. Workshops in schools have been held to gather information in preparation for the school admin review. • The online payments system (ParentPay) has now been successfully launched across all Scottish Borders Council Schools. Activation rates are excellent due to good engagement between schools and parents. • Additional Special Needs (Inclusion for All) – preparation for the implementation of the new model for Complex Needs and SEBN provision is complete and Head Teachers informed of the new allocations for August 2016. • Early Years – preparation for the allocation of staff based on need following the admissions process is complete. • Redesign of Children & Families Social Work Service – a project plan and governance arrangements are now in place to enable this review to commence. • School Estate Review – the pre-consultation exercise is complete and the findings are being collated and the outcome will be reported to Council in May. 	<ul style="list-style-type: none"> • School Admin Review – draft structures and job descriptions will be prepared and consultation with staff and trade unions underway. • Additional Special Needs (Inclusion for All) – ERVS will be completed and the target of reducing the service by 40FTE realised. • Redesign of Children & Families Social Work Service – A Strategy document will be complete. Several specific service areas will be reviewed. • School Estate Review – Draft proposals will be drawn up in preparation for presenting to August Council.


Corporate Transformation Programme Tracker For Executive Committee as of 25 May 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, financial savings and increased income across a range of Health and Social Care services.		<p>Progress Update: Status is Green because: A significant amount of financial savings have been identified and delivered. Focus is now on delivering the balance to achieve the full year savings.</p> <ul style="list-style-type: none"> • Business cases are in place for all savings areas. • Regular financial monitoring meetings are in place which include colleagues from NHS. • Funding applications have been submitted to Integrated care Fund (ICF) to deliver work which will support Financial savings in areas such as reablement, and achievement of the 72hr discharge target. 	<ul style="list-style-type: none"> • ICF funding bids approve • Detail in place to achieve full year financial 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 / Shona Smith	Localities Programme	Ensure SBC activity within localities is co-ordinated, via 5 locality plans containing clear actions and accountability.		<p>Progress Update: Status is Green because:</p> <ul style="list-style-type: none"> • Monthly meetings are taking place with all Cheviot Elected Members re opportunities and issues within the Cheviot Locality. Areas discussed so far are transport links, economic development and assets & estate rationalisation. • Asset & Estate Rationalisation: Elected Members have met with Senior Officers to explore asset and estate rationalisation. Identification and usage of Cheviot Assets have been completed, but further analysis will be required. • Economic Development: Elected Members have met with Chief Officers, Economic Development to discuss opportunities within Cheviot and to develop new actions for the Economic Development Action Plan. A STAR 	<ul style="list-style-type: none"> • Transport Links: A transport seminar will take place on 7 June at Jedburgh Grammar for the Cheviot Community, to ask people for their views on transport. Presentations will include Red Cross, Car Share Scheme and consultation re the forthcoming Bus Review. • Asset & Estate Rationalisation: An outline plan for Cheviot Assets & Estate will be presented to Elected Members by the end of May. • The CPP Draft Strategic Assessment and Cheviot Profile will be presented to CPP JDT in May, for progression to CPP Strategic Board in June. This assessment will further inform the Cheviot Locality Plan.

Corporate Transformation Programme Tracker For Executive Committee as of 25 May 2016

				<p>consultancy event took place in April to develop Kelso Community Action Plan and a CARS bid for Jedburgh is being assessed for progression by the Economic Development Team.</p> <ul style="list-style-type: none"> A Cheviot Officers Group meeting is now taking place every 6 weeks – this meeting is to identify issues, co-ordinate effective solutions and to gain an understanding of where we can make more effective links. 	<ul style="list-style-type: none"> CPP Living Safety in the Home pilot project commences in June in Cheviot, focussing on slips, trips and falls through enhanced home safety visits. This partnership project is being led by SFRS, with matched funding from Cheviot Area Forum (£2k).
Rob Dickson / Douglas Scott	Digital Connectivity	Maximise community and town access to digital connectivity/broadband and mobile telephony.		<p>Progress Update: Status is Green because:</p> <ul style="list-style-type: none"> Considerable advocacy work continues to take place with the Scottish & UK Governments, Community Broadband Scotland, BT and Mobile Telephone operators to formulate solutions to improve both broadband and mobile connectivity in the Borders. 	<ul style="list-style-type: none"> Advocacy work will continue.

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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.		<p>Progress Update:</p> <ul style="list-style-type: none"> Meetings of the Member-Officer Working Group (MORG) and Waste Project Board continue to take place. Phase 1 of the stakeholder engagement process closed on 15 May. This included a customer survey and the Council's online dialogue tool. Kerbside collection options appraisal work continues with the support of Zero Waste Scotland. Visits to Brysons (Belfast) and South Lakeland Council to view kerbside collection systems completed. Work continues on development of new Waste Transfer Station (WTS) and landfill closure. The Council signed up to the Scottish Materials Brokerage Service (SMBS) on the 	<ul style="list-style-type: none"> Continue to work with Zero Waste Scotland on kerbside collection scenario modelling. Analyse and review of stakeholder engagement to identify trends and views. Make preparation for undertaking a residual waste compositional analysis to link to stakeholder engagement feedback. Commence work on Community Recycling Centre opening hours review. Continue to develop the Waste Transfer Station and prepare for the closure of the landfill site. Submit the SEA Scoping report to the SG SEA Gateway. Continue procurement process for

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				<p>16 May for residual waste treatment. This is a potential outlet for residual waste management once the landfill closes in 2018.</p> <ul style="list-style-type: none"> • Consultant has developed a draft scoping report for the Waste Plan for submission to the Scottish Government SEA Gateway. • Waste Consulting commissioned to deliver productivity and efficiency savings within the refuse collection service for both household and trade waste. Initially concentrating on route optimisation and consolidation in the Berwickshire as a Pilot area. • Community Recycling Centre Trade Waste Access Policy presented to Council on 12th November and to be introduced August 2016. • Hawick Community Recycling Centre upgrades complete and site re-opened to the public in April. 	<p>residual waste treatment.</p> <ul style="list-style-type: none"> • Ongoing discussions with Scottish Water re leachate treatment options at Galashiels Sewage Works. • Introduce Community Recycling Centre Trade Waste Access Policy August 2016. • Prepare to re-open Selkirk CRC in July. • Work with WasteConsulting to deliver route optimisation pilot in Berwickshire. • Develop intervention plan for increasing participation in the food waste service in Hawick.
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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.		<p>Progress Update: Status is Green because:</p> <ul style="list-style-type: none"> • Work is on schedule for HQ windows Phase1 to be completed. • Boiler Optimisation has been completed and savings calculated. • Additional funding from Salix has been agreed. • 70% of year one savings have been identified. 	<ul style="list-style-type: none"> • HQ Window Replacement Complete Phase 1 (external windows). • HQ Windows Replacement Complete Phase 2 (internal courtyard windows). • Programme of works to be established for Heating and Lighting upgrades <ul style="list-style-type: none"> 10 x School Lighting 3 x Schools Off Peak Heating • Additional resources to be secured through recruitment.

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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 / James Lamb	Workforce Transformation	Enable staff to deliver service improvements, review existing management and admin structures and deliver an employee benefit strategy. Implementation of mobile technologies to deliver more effective and efficient ways of working.		<p>Progress Update: Status is Green as work is progressing on track. Plans are being developed for future year's savings.</p> <ul style="list-style-type: none"> • People Planning work is progressing with the majority of services now engaged in the process. • The Staff Benefits Scheme roll-out is progressing well - In the first phase of the Home Technology and Smartphone Schemes there were 302 orders. The latest window opened on 2nd May and runs to 3rd June and, to date there have been 31 orders. In terms of the Car Salary Sacrifice scheme, 44 orders have been approved to date. 33% of staff have registered on the benefits portal. • Work underway to support services to achieve a proposed target for a reduction in Business Mileage including the introduction of a corporate purchase scheme for train tickets. 	<ul style="list-style-type: none"> • 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. • Staff Benefits roadshows continue to be 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. • Work will continue on developing the project to support the reduction in business miles and the corporate rail ticket purchase scheme will be launched.



Priority 7: Develop our assets and resources

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Martin Joyce / 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.		<p>Progress Update: Status is Green because:</p> <ul style="list-style-type: none"> • Plans are in place to achieve Property & Assets savings in the current year. • Plans will be developed to deliver future years financial savings and these will be presented, in outline, to CMT in September. • Decision taken to accelerate the Street Lighting Energy Efficiency Programme. 	<ul style="list-style-type: none"> • Work continues to achieve current year property savings and to identify property savings in future years.


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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.		<p>Progress Update: Status is Green because milestones have been achieved:</p> <ul style="list-style-type: none"> • Extensive work continues on Roads Review project, with business case being prepared for presentation to Council. • Integrated Trust went live as planned on 1st April 2016. • SBCares is up and running and progressing to business plan. 	<ul style="list-style-type: none"> • Way forward agreed from Roads business case. • Continue to 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.		<p>Progress Update: Status is Green because work has commenced on time in the development of a Co-production policy.</p> <ul style="list-style-type: none"> • 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. • Developed a Toolkit/Workbook and associated training to assist staff in implementing the Co-production approach. 	<ul style="list-style-type: none"> • May 2016: Toolkit presented to APWG to gain agreement to take to CPP Strategic Board June 2016 for approval and adoption. • Information to be circulated to Elected Members through weekly Members' Bulletin. • E-learning module in development, plan to launch for SBC staff Summer 2016.


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Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
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.		<p>Progress Update: Status is Green because:</p> <ul style="list-style-type: none"> • Strategic Plan approved and published on schedule • Commissioning & Implementation (C&I) Plan (first draft for engagement) approved by IJB • Scheme of integration ratified by Scottish Government and published with Strategic Plan • IJB operational from 1st April 2016 • Performance Monitoring Framework draft presented to IJB • Locality plan development is now underway following the appointment of Locality Co-ordinators. • The IT project to support staff in accessing and sharing information has now delivered the address book access for HS/SBC staff across both organisations. 	<ul style="list-style-type: none"> • C&I Plan targeted engagement with key stakeholders starts • Corporate Services requirements workshops start • Information gathering and stakeholder engagement for localities plan development • Six monthly return to Scottish Government re progress and spend on the Integrated Care Fund projects • The next stage of development of the C&I plan will now commence, a process of targeted engagement, the feedback from which will be reviewed and analysed by the H&SC management team who will expand and drill down into service areas to shape delivery.
Jenni Craig / Graeme Dobson	Customer First Ph2	Continued roll out and development of modern customer services across the Council.		<p>Progress Update: Status is Green because:</p> <ul style="list-style-type: none"> • eBenefits has been implemented fully after conclusion of testing (Soft Launch). • All workstreams are progressing as planned except for End to End Fault reporting which will be taken care of by the Agilysis digital integration programme. • Work to prepare for going live with new Government eBuilding Standards Portal is on track and SBC will be one of the "early adopters" ahead of the actual national Live date. • The Project Manager on Social Work Customer Services project has now moved to a new role in H&SC Integration. A replacement PM is currently getting up to speed with a view to driving the project to completion. Work continues on the component workstreams and significant progress has been made with the number of outstanding tasks required to complete the project vastly reduced. 	<ul style="list-style-type: none"> • 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. • 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.

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Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
David Robertson / Martin Brims	Business Process Re-engineering	Agreed approach to process improvement applied across a range of service areas		<p>Progress Update: Status is Green because milestones have been achieved:</p> <ul style="list-style-type: none"> • Most of the Corporate Transformation programme activity will involve process re-design to find better, more efficient, ways of doing things. Business Process Re-Design work is well 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 and Children and Young People (Business Support). BPR work across the Programme will accelerate over the coming months - and across all services - in relation to the delivery of the ICT Change Programme - in particular, around ERP and Digital Platform implementation. • A programme of Continuous Business Process Re-design using LEAN/Six Sigma is being 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. 	<ul style="list-style-type: none"> • Plan and implement detailed BPR work to support the implementation of the Enterprise Resource Planning (ERP) system and Digital Services Platform. Continue to progress LEAN/Six Sigma activity.

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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.		<p>Progress Update: 13 year contract for ICT services was awarded to CGI and signed on 25th March 2016. Status is Amber because the baseline Transition and Transformation plans have not yet been re-baselined following contract signature. The programme will return to Green following the re-baselining of the plans.</p> <ul style="list-style-type: none"> • CGI and Agilisys have onboarded and are working closely with the ICT management team. • ERP test and development infrastructure has been stood up, Unit4 Business World software has been installed and environments handed over to Agilisys. • ICT sub-boards and project boards are working well and feeding into the ICT Board. • All key milestones are on track. • Risk review has been undertaken with CGI and programme risks are being managed through agreed governance. 	<p>Key Milestones for period:</p> <ul style="list-style-type: none"> • Sign off Digital Integration PID – End May 16 • Agree baseline Transition and Transformation plans - Mid May 16 • Sign off ERP designs - End May 16 • Commence Build phase on ERP and Digital solutions • Transfer Systems Admin teams from IT to Corporate Business Management Service • Commence formal consultation activities with ICT staff transferring to CGI under TUPE • Agreement expected on scope of Digital ICT transformation programme