
CORPORATE TRANSFORMATION PROGRESS REPORT

Report by Corporate Transformation & Services Director

EXECUTIVE COMMITTEE

7 JUNE 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 16 February 2016 and sets out planned activity in the reporting period to August 2016.**
- 1.2 This is the fifth quarterly progress report since the Programme was established in February 2015.
- 1.3 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, a summary of progress made to date (rating them Red, Amber or Green) and sets out key milestones in the next quarter. Section 4 of this report sets out the key highlights over the last reporting period.
- 1.4 Detailed performance reporting infographics for the following areas of work are set out in Appendices 2 to 5 and outlined in Section 4 below:
 - (a) Adult Services
 - (b) Information Management
 - (c) Co-Production
 - (d) Localities Programme

2 RECOMMENDATION

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

3 BACKGROUND

- 3.1 The Corporate Transformation Programme was established in February 2015 and Council agreed that quarterly monitoring reports would be considered by the Executive Committee.
- 3.3 This report forms the fifth quarterly Corporate Transformation Progress Report and sets out:
- (a) Progress since February 2016
 - (b) Planned work in the next reporting period to August 2016
- 3.4 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, a summary of progress made to date (and rates that as Red, Amber or Green) and sets out key milestones in the next quarter.

4 PROGRESS

- 4.1 Good progress continues to be made across the whole programme and is set out in the tracker at Appendix 1. Particular highlights within the reporting period include:
- 4.2 ICT Programme
- (a) Following the decision taken by Council on the 10th March 2016 to outsource ICT service to CGI, a 13 year contract was signed on the effective date of 25th March 2016. CGI and their partners, Agilisys, were formally on site the following week working towards the key transformational deliverables of the Business World Enterprise Resource Planning (ERP) and the Digital Integration platforms to deliver new transformational services to both Council staff and the citizens of the Scottish Borders.
 - (b) The plan for service handover to CGI is on-track with all ICT services due to be provided to the Council under the contract from the 1st October 2016.
 - (c) The Programme will continue to drive forward the transition and transformation plans with CGI to ensure that the aggressive timelines for realisation of the benefits of these new systems and services can be met.
- 4.3 Integration of Health and Social Care
- (a) The Integrated Joint Board (IJB) is now formally established and the Partnership became officially operational from 1st April 2016. The final version of the Strategic Plan has now been published and the programme is now focused on facilitating and delivering change for the people of the Borders, through development and implementation of a locality-based model of care. A more detailed Commissioning and Implementation plan has been delivered, which translates the high level objectives and outcomes into the ways in which the services within the partnership will be delivered to achieve these. This will be through a combination of building

on existing service approaches and enabling (and measuring) transformational change through, for example, the Integrated Care Fund.

- (b) The programme includes establishment of the most effective ways in which IT can support and drive the partnership, and this includes working closely with IT functions in both NHS Borders and SBC to develop proposals and plans to deliver this.
- (c) Three Locality Co-ordinators have been appointed within Health & Social Care and their roles include:
 - (i) Improving communications and co-ordination of services
 - (ii) Ensuring easier and improved access to local services for service users, their families and GP practices
 - (iii) Facilitating locality plans based on local need and co-produced in the context of local partnership arrangement
 - (iv) Make recommendations to the Localities Group on future arrangements to support locality planning and integrated arrangements on an ongoing basis

4.4 Integrated Trust – Live Borders went live successfully as planned on 1st April 2016.

4.5 Children & Young People

- (a) The People Department Business Support Review for non-schools staff is largely complete and a transition to the new structure is underway.
- (b) The online payments system in schools has now been successfully implemented across all schools in the Scottish Borders with very positive activation rates
- (c) The School Estate pre-consultation attracted a great response from parents, pupils and community users and the results are being collated to inform the next steps.
- (d) The new Kelso High School building works have commenced.

4.6 Alternative Models, Roads Review

- (a) The options appraisal for Roads was considered by Executive Committee on 8th March 2016, with agreement to proceed to Business Case for a Roads LLP.
- (b) A number of HQ and depot staff meetings were held early March 2016 to discuss the Roads Review and capture questions and concerns. Following these sessions an FAQ document was produced and issued to staff.

4.7 Waste Plan

- (a) Phase 1 of Kerbside Collections Options Appraisal being undertaken with support from Zero Waste Scotland.
- (b) Launch of first phase public consultation on current waste service and potential future options for waste collection and recycling.

4.8 Localities

- (a) Monthly meetings are taking place with Cheviot Members to discuss issues and opportunities within the Cheviot Locality – primarily around transport, economic development and asset and estate rationalisation. Six-weekly meetings are taking place with Cheviot Officers identify issues and co-ordinate solutions.
- (b) Timescales for the development of a Cheviot Property & Assets Plan, which will form part of the Cheviot Locality Plan, have been developed and will be discussed with Cheviot Members at the end of May 2016.
- (c) Elected Members have met with Chief Officers to discuss Economic Development opportunities within Cheviot and associated actions for the Economic Development Action Plan
- (d) The Community Planning Partnership (CPP) draft Strategic Assessment and Cheviot Profile has been prepared and will be presented to the CPP Strategic Board in June 2016. This assessment will further inform the Cheviot Locality Plan

4.9 Detailed performance reporting infographics are included in each quarterly report for specific areas of the transformation programme. These are set out in Appendices 2 – 5 and focus on:

- (a) Adult Services
- (b) Information Management
- (c) Co-Production
- (d) Localities Programme

As per Appendix 3, it is perhaps worth noting that Data and Information Sharing work is currently focussed around the delivery of Information Management project to improve arrangements across the Council and, ultimately, to enable effective data sharing with partners.

4.10 Developing the Programme – Given the overlaps that are now becoming clear between the ICT, Customer First and Digital Connectivity elements of the Programme, consideration is being given to how these strands can be brought together to ensure better co-ordination, avoidance of duplication and the more effective use of resources.

5 COMMUNICATIONS AND ENGAGEMENT WITH THE UNIONS

- 5.1 Activities from each Corporate Transformation project including news, updates, consultations, staff messages, are co-ordinated through the Communications Team and pulled into one overarching matrix for the programme as a whole. This ensures effective forward planning and a joined-up approach.
- 5.2 Since the implementation of this approach, key messages are now integrated in all public and internal communications to help raise awareness of the programme and its aims. For example, since January 2016, 14 press releases were issued related to Corporate Transformation projects which were supported by website and social media activity.

- 5.3 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. The areas of work are 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 The Corporate Transformation Programme is critical in achieving many of the savings in the Financial Plan. Following the approval of the 2016/17-2020/21 Financial Plan in February 2016, the level of savings to be delivered across the Transformation Programme during the 5-year period are £23.113m. Of this, £7.966m will be delivered in 2016/17. Progress in the delivery of in-year savings is reported quarterly as part of the Revenue Monitoring process to Executive Committee.
- 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. Plans are progressing for the future year savings to ensure the savings targets are realistic and achievable and this will feed into the financial planning process.
- 7.3 Resource requirements associated with supporting the Corporate Transformation Programme are being funded through the Corporate Transformation budget.

8 IMPLICATIONS

8.1 Financial

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

8.2 Risk and Mitigations

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

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 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

Corporate Transformation & Services Director

Signature

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Background Papers: Nil

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Note – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. James Lamb can also give information on other language translations as well as providing additional copies.

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