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

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	✅	Martin Joyce

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

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Priority 1: Encourage sustainable economic growth

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Rob Dickson / Sam Smith	Railway Programme	Delivery of actions to maximise the full economic and social benefits of the Borders Railway.	✅	**Progress Update:** Green because key Milestones achieved: • 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.	• 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 / Tim Stephenson	Transport	Implement a better, simpler, more accessible and cost effective model of transport service provision, through a multi-agency approach.	✅	**Progress Update:** Status is Green because key milestones have been achieved: • 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.	• 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.

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Priority 2: Improve attainment & achievement levels

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Donna Manson / 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:** Status is Green because the following milestones have been achieved: • 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.	• 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.

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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.	✅	**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. • 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.	• ICF funding bids approve • Detail in place to achieve full year financial savings

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: Status is Green because: • 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	• 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.

				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. • 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.	• 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.	✅	**Progress Update:** Status is Green because: • 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.	• Advocacy work will continue.

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:** • 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	• 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 anaylsis 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

				16 May for residual waste treatment. This is a potential outlet for residual waste management once the landfill closes in 2018.	residual waste treatment.
				• Consultant has developed a draft scoping report for the Waste Plan for submission to the Scottish Government SEA Gateway.	• Ongoing discussions with Scottish Water re leachate treatment options at Galashiels Sewage Works.
				• 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.	• Introduce Community Recycling Centre Trade Waste Access Policy August 2016.
				• Community Recycling Centre Trade Waste Access Policy presented to Council on 12th November and to be introduced August 2016.	• Prepare to re-open Selkirk CRC in July.
				• Hawick Community Recycling Centre upgrades complete and site re-opened to the public in April.	• Work with WasteConsulting to deliver route optimisation pilot in Berwickshire.
					• Develop intervention plan for increasing participation in the food waste service in Hawick.

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:** Status is Green because: • 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.	• 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 　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.	✅	**Progress Update**: Status is Green as work is progressing on track. Plans are being developed for future year's savings. • 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.	• 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.	✅	**Progress Update:** Status is Green because: • 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.	• Work continues to achieve current year property savings and to identify property savings in future years.

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

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Brian Frater	Information Management	Deliver information sharing requirements across partners.	✅	**Progress Update:** Status is Green because: Most work is progressing on track, although there are some resource issues around the project for future stages as well as an issue around gaining responses from the business as part of the Information Audit. Project Initiation Complete covering: • Project Plan, Approach and governance approved • Revised and published Information Governance Policy • Revised and implemented Information Governance Structure • Revised Risk Management Strategy for Information Governance and begun implementation • Information management document and monitoring procedure • Revised Training and Awareness Campaign package to promote best practice and compliance at all levels • Revised the Incident Management Procedure • Began an Information Audit to compile an Information Asset Register (IAR)	• Begin roll out of Training and Awareness Campaign to include: • Revision of SBLearn Data Protection Training • Creation of Awareness Materials • Information Management Open Day • Implementation of role specific Level 3 training around Security and Information Asset Register Completion of Stage 2: Information Security to include: • Incident Management Testing and Final Approval • Revised Information Security Policy and guidance • Completion of Data Sharing Procedures and Guidance Completion of Stage 3: Information Assets to include: • Information Asset Survey • Completion of Information Asset Register • Information Asset Data Request Business Registers • Basic Information Asset (IA) Business Impact Level (BIL) Assessment Procedure

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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.	✅	**Progress Update:** Status is Green because milestones have been achieved: • 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.	• 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.	✅	**Progress Update**: Status is 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. • Developed a Toolkit/Workbook and associated training to assist staff in implementing the Co-production approach.	• May 2016: Toolkit presented to APWG to again 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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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:** Status is Green because: • 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.	• 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.	✅	**Progress Update:** Status is Green because: • 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.	• 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	✅	**Progress Update:** Status is Green because milestones have been achieved: • 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.	• 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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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:** 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. • 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.	Key Milestones for period: • 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