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## **CORPORATE TRANSFORMATION PROGRESS REPORT**

**Report by Corporate Transformation & Services Director**

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### **EXECUTIVE COMMITTEE**

**15 NOVEMBER 2016**

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#### **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 August 2016 and sets out planned activity in the reporting period to February 2017.**
- 1.2 This is the seventh 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 Programme, 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 The Borders Railway reached its one year anniversary in September 2016. Significant progress is being made across the Blueprint programme. Over 1 million passengers used the service in the first year.
- 1.5 Detailed performance reporting infographics for the following areas of the programme are set out in Appendices 2 and 3:
  - (a) Borders Railway
  - (b) Sustainable Transport

#### **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.
- 3.2 This report forms the seventh quarterly Corporate Transformation Progress Report and sets out:
- (a) Progress since August 2016
  - (b) Planned work in the next reporting period to February 2017
- 3.3 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 Programme, 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 Progress continues to be made across the whole programme and is set out in the tracker at Appendix 1. Particular areas to highlight within the reporting period include:
- 4.2 Digital Transformation Programme
- (a) The ICT service successfully transferred to CGI on 1 October 2016 as planned.
  - (b) The Business World ERP project will deliver a modern, efficient Finance, HR and Procurement operation through adoption of a single system to replace three existing systems and using these systems to move to highly efficient back office processes. The project is on target to go live as planned in April 2017. Considerable effort is taking place across the organisation to make the transition to the new system successful and to realise the benefits we expect.
  - (c) The launch of online council tax billing was originally planned for October 2016. After discussion with CGI on a variety of issues they were encountering, this has been delayed to early 2017. We are planning a soft launch of online council tax billing this financial year with the aim of signing up as many people as possible for the March 2018 billing run.
  - (d) The first Borders Digital Forum took place in September 2016, chaired by Calum Kerr MP. The meeting was well attended with representatives from communities across the Scottish Borders along with suppliers and regulators. Presentations were made on the current connectivity challenges by Digital Scotland and by SBC. An informed and pro-active discussion took place afterwards. The next meeting will take place in November where the group will look at other alternative methods of connectivity.

- (e) A positive discussion with Scottish Futures Trust took place on using the new emergency mobile masts to deliver additional mobile coverage.
- (f) Initial discussions starting on a joint approach to Digital Participation in the Scottish Borders with the Future Services Reform group within the CPP. A potential pilot project is also being discussed with SBHA.
- (g) CGI with its infrastructure partner, Commsworld, are actively planning the rollout of additional superfast broadband to our high schools along with the showcasing of the art of the possible for communities and businesses. This could have a positive impact on the services available to businesses and households.
- (h) The Mobile Infrastructure Project (MIP) has delivered new masts in areas of the Scottish Borders that have poor mobile reception. Mobile providers now need to put their equipment onto these masts so that customers can receive an improved service. Suppliers had plans to do this in August 2016 but there has been a delay to delivering this. We now expect this to happen in October 2016.
- (i) Digital Transformation, in the context of Corporate Transformation, was presented to Head Teachers on 6 October 2016, after which there was a very engaging workshop session.
- (j) The governance for the Digital Transformation programme is now fully up and running. A steering group focusing on digital customer initiatives has been established.
- (k) Considerable work is taking place to establish the vision and roadmap for the programme for the coming years. We expect to be able to communicate this at the next Executive meeting in February 2017.

#### 4.3 Borders Railway Blueprint

- (a) Partners continue to deliver projects in the Borders Railway Blueprint Action Plan, across three themes – Great Destinations to Visit, Great Locations for Working and Investment, and Great Communities for Living and Learning.
- (b) Some general points of progress are summarised below:
  - (i) Approval of funding for ScotRail Retail Hub at Tweedbank Station.
  - (ii) Development of Borders Railway Town Centre Master planning Programme.
  - (iii) Delivery of Tourism Business Development Programme via Business Gateway, providing direct assistance to 48 local businesses and supporting 3 events and 5 collaboration projects over the last year.
  - (iv) Approval of funding for 2 year Borders and Midlothian Tourism Destination Development project.

- (v) Delivery of 'Runaway Seat' marketing campaign in August with local visitor attractions, and 'Borders Turns One' partnership campaign to celebrate the one year anniversary.

#### 4.4 Children and Young People

- (a) Schools Business Support & Administration Review – This review continues to make good progress with several work packages underway, including information gathering, staff consultation, surveys for stakeholders and detailed analysis of tasks, processes and functions. Staff-led working groups have started work to consider Systems and Communication across schools in order to address inconsistent practice and duplication. A proposed high level structure is being considered by the Project Sponsor and will be shared with staff as soon as possible. Business World will have an effect on this review, therefore future activity will be closely aligned to that timescale.
- (b) School Estate Review – Consultation on the Additional Special Needs (ASN) proposals at Earlston is complete and Education Scotland will submit a report back to Scottish Borders Council following an examination of the results and interviews with Stakeholders. A Consultation Response Report will be prepared thereafter. Meetings have been held with various stakeholders in relation to the Reviews of Roman Catholic schools, rural schools, Jedburgh schools and mothballed schools. Over the next few months it is expected that Statutory Consultations will be carried out in these areas.

#### 4.5 Co-Production

- (a) Co-production as a transformation project has now completed. The co-production guide and toolkit has been produced and adopted by the Council and Community Planning Partners. The guide, toolkit and associated e-learning has been launched with information published in SBScene, SBC Intranet, NHS staff update, Link-Third Sector Newsletter and SBConnect. Co-production Week Scotland takes place 14-20 November 2016, and SBC's co-production approach and guide will feature during the week and build up.
- (b) A Co-production monitoring group has been established which will meet twice yearly to review how co-production is being applied and whether any further guidance or activity is required to support co-production approaches.

#### 4.6 Localities Programme

- (a) Monthly meetings have taken place with all Cheviot Elected Members covering opportunities and issues within the Cheviot Locality. The focus so far this reporting period has been in developing an approach to establishing a Locality Property Plan for Cheviot. An outline timetable has been agreed with Cheviot Elected Members and with CPP partners on the Future Services Reform Property Sub-Group.
- (b) As part of the plan, two evening seminars were held on 20 October 2016 in Jedburgh and 27 October 2016 in Kelso. The public and community groups were invited to get involved in planning how publicly owned land and buildings in the Cheviot area (Jedburgh and District, and Kelso and District) could be used more efficiently and effectively. A draft Locality Property Plan will be developed by the end of February for consultation during March and April. The plan will then be finalised in June as part of the wider Cheviot Locality Plan which, in turn, will be signed off by 1 October 2017, ready for publication. The plan will help inform the Council's approach to property rationalisation.
- (c) Following the Transport Seminar held in early June, a draft Transport Action Plan has been presented to the CPP Community Transport Board for consideration. The draft action plan includes ideas for improving linkages to Borders Railway, improving access to Borders College, car clubs, smart ticketing and multi-transport apps and display boards.
- (d) A Lead Officer for Localities has been appointed and started with us on 10 October 2016. This dedicated resource will enable the localities approach to be taken forward in a more robust, speedier and consistent way
- (e) The Localities Programme has been on-going for over 12 months and was implemented prior to the full impact of the Community Empowerment Act being understood. The approach in Cheviot now requires to be evaluated, to ensure the current approach meets the needs of the Community Empowerment Act prior to being extended to the other 4 Locality Areas.

#### 4.7 Property and Assets

- (a) An initial review of Scottish Borders Council properties by category and locality has been completed and high level options for rationalisation and associated revenue savings were presented to Corporate Management Team in September. Further work is underway to develop these options in more detail for presentation to Corporate Management Team late November 2016.
- (b) Locality property planning meetings (see 4.7b above) have been held in the Cheviot area and will help inform the property rationalisation process.

- 4.9 Workforce Transformation
- (a) A new Business Travel Policy has been drafted following consultation with the Trades Unions and is now ready for implementation. One of the main aims of the policy is to help reduce the cost of business travel and ensure that the policy is ready for the introduction of the Enterprise Resource Planning system from April next year and the potential expansion of the pool car fleet.
  - (b) Proposals and an associated business case for the expansion of the pool car fleet are currently being developed and will be presented to Corporate Management Team in late November,
- 4.10 Detailed performance reporting infographics are included in each quarterly report for specific areas of the transformation programme. These are set out in Appendices 2 – 3 and focus on:
- (a) Borders Railway
  - (b) Sustainable Transport

## **5 COMMUNICATIONS AND ENGAGEMENT WITH THE UNIONS**

- 5.1 Work continues as part of the Communications Strategy to ensure information and communication is shared effectively with staff to influence behaviour to enable positive change across the workforce into the future. A programme of activity across all projects remains in place and is continually updated through close liaison with the Corporate Communications team and Project Managers. This allows oversight and consistency of all communications activity both externally and internally.
- 5.2 This process is supported by a series of corporate activities including regular updates in staff magazine, staff intranet and fortnightly SB Update. Several articles will also feature in the winter edition of SB Connect Community Newspaper. A monthly Senior Managers' Briefing and Feedback Form has been introduced since the large scale senior managers' event which took place on 27 June 2016, to support Senior Managers to cascade information to their staff. Feedback from Managers is reviewed by Corporate Management Team (CMT) every month.
- 5.3 A further large scale Briefing was held on 6 October 2016 for all primary and secondary Headteachers. This allowed this group to be fully brought up to speed with the programme, and gave them the opportunity to take part in workshops to discuss how transformation, in particular the Digital programme, provides them with opportunities for education into the future. Headteachers were provided with the communications toolkit to support them to share information with their staff in line with other Senior Managers across SBC. They will also be included in the Monthly Briefing distribution going forward. A programme of further communications activity is in development.

- 5.4 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, and programme leads, 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 Risk 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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