

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

Updated: 03/11/16

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
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Priority 5: Maintain and improve our high quality environment

Waste Management 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



Digital Transformation		Rob Dickson / Jenni Craig
Information Management		Brian Frater
Alternative Service Delivery Models		Philip Barr
Co-production		Elaine Torrance
Integration of Health & Social Care		Susan Manion

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.		<p>Progress Update: Status is Green because key Milestones have been achieved:</p> <ul style="list-style-type: none"> • Steam Train Experience delivered Aug/Sept 2016 • Submission of SE Tourism Destination Fund bid for Scottish Borders and Midlothian • Approval of Tweedbank Retail Hub proposal • Development of Borders Railway Corridor Master planning Programme • Follow-up EXPO travel trade enquiries • Completion of 1 year anniversary celebration media campaign 	<ul style="list-style-type: none"> • Agreement on feasibility study for line extension. • Launch of Midlothian & Borders Tourism Action Group 'Destination Development Project' • Final approval of Tapestry Visitor Centre Project • Announcement of Tweedbank Retail Hub
Brian Frater / Timothy Stephenson	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 Amber because key milestones are to be achieved:</p> <ul style="list-style-type: none"> • Bus Subsidy review – Consultation is still being carried out in partnership with Bus Users Scotland • Joint contract management discussions with NHS Borders are still ongoing • Draft Car Club Feasibility Study has been produced and is being reviewed but is yet to be considered by Strategic Transport Board • Community Transport Hub – Hub has recently won Accessibility Project of the Year 2016 at the Scottish Transport Awards. Development Officer has been recruited, work commenced with community Hospitals on facilitation of discharge • Cheviot Transport event held and improvement action plan from the event has been developed 	<ul style="list-style-type: none"> • Bus Subsidy Review – Complete consultation and finalised bus service proposals. • Community Transport Hub – Development Worker in place and improvement /development plan for the Hub being implemented. Expressions of interest will have been received and a preferred bidder in place for the 16 week pilot to improve NHS BGH discharge • Car Club Feasibility - Develop and agree next Steps from study • Commence implementation of Cheviot Transport Action Plan • Commence work on joint CPP transport procurement framework 2 • Review the terms of reference, objectives and powers of the 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.		<p>Progress Update: Status is Green because the following milestones have been achieved:</p> <ul style="list-style-type: none"> • Schools Business Support & Administration Review – The Job update process is complete and the forms are ready for use in job matching. Staff-led working groups have started work identifying best practice in Systems and Communication across schools. High level options for structures are being considered by the Project Sponsor • Redesign of Children & Families Social Work Service – A comprehensive update was provided to Trade Unions and shared with staff. Focus groups for staff to discuss proposals have been held and feedback from staff will be taken into account in the final design of a new structure • School Estate Review – Consultation on the ASN proposals is complete and Education Scotland will submit a report back to Scottish Borders Council following an examination of the results and interviews with Stakeholders. Meetings have been held with various stakeholders in relation to the Reviews of Roman Catholic schools, rural schools and Jedburgh schools 	<ul style="list-style-type: none"> • Schools Business Support & Administration Review – Agreement on new structures and models will be complete, including consultation with staff, head teachers and Trade Unions. New job descriptions will be prepared and graded and job matching panels arranged. Recognition that Business World will have an effect on This review is clear, therefore future activity will be closely aligned to that timescale • Redesign of Children & Families Social Work Service – Agreement on new Structures and models will be complete and implementation underway • School Estate Review – Statutory consultation on the proposed closure of Mothballed schools will be complete including Public meetings. Reviews of Roman Catholic schools, rural schools and Jedburgh schools will be well advanced and in various stages of Consultation. Work with Education Scotland will continue for each consultation • Early Years – work will be underway to identify options for the delivery of 1140 hours of childcare for children in nursery by 2020


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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.		<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 • ICF funding bid approved for Matching Unit • Social Care Funding allocated to address living wage and demographic pressures 	<ul style="list-style-type: none"> • ICF Bid provisionally approved for reablement • Final allocation of Social Care Funding to be agreed • Identification and agreement of additional 2017/18 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 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 • 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 • Following the Transport Seminar held in early June 2016, 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 • 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 • The Localities Programme has been on-going for over 12 months and was implemented prior to the full impact of the Community Empowerment Act was 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 	<p>Work will continue between now and December 2016 to progress the draft LOIP and Cheviot Locality Plan. This will include:</p> <ul style="list-style-type: none"> • More detail re what will feature in the Locality Plan and the overarching LOIP • Detailed discussions with CPP officers who are contributing to these Plans

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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 Management 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: Status is Green because:</p> <ul style="list-style-type: none"> • Continue to work with Zero Waste Scotland on kerbside collection scenario modelling • Work continues on development of new Waste Transfer Station (WTS) and landfill closure • Planning exhibition held for new Waste Transfer Station • Project Board have approved route to market for Residual Waste, Dry Mixed Recyclate and Garden Waste • Household and trade collection route optimisation work continues in the Berwickshire area. This has included trialling new routes. • Commenced introduction of Community Recycling Centre Trade Waste Access Policy. • Consultants report on commercial kerbside collections review received with recommended changes to fees and charges 	<ul style="list-style-type: none"> • Zero Waste Scotland to provide initial modelling results • 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 • Continue procurement process for residual waste, garden waste and Dry Mixed Recyclate • Develop revised fees & charges for commercial kerbside collection service. • Deliver route optimisation pilot in Berwickshire • Submit Waste Transfer Station planning application

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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"> • School Lighting Phase 1, the majority have been completed • Salix spend requirements for Year 1, the 300K has been spent before Christmas deadline • Additional workstreams have been identified • Engagement with PPP schools, ANOC being raised 	<ul style="list-style-type: none"> • Remaining Salix spend to be identified and committed • Solar Panel Tender completed • Year 2 planning started • Additional resources to be secured through recruitment

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 Amber as the activity to achieve the full future year's savings are to be approved.</p> <ul style="list-style-type: none"> • People Planning - the majority of services are now engaged in the process and the next stage - bringing together the People Planning process with the 2017/18 Financial Planning process is about to commence • Staff Benefits Scheme - The Scheme is now well established and additional benefits are being added • Business Travel - A new Business Travel Policy has been drafted following consultation with Trade Unions (TU) and is ready for implementation. One of the key aims of the policy is to help reduce the cost of Business Mileage and position the policy for the introduction of the Enterprise Resource Planning system/process and the proposed expansion of the pool fleet • Pool Cars - Work is progressing in the development of options for the introduction of a centrally managed pool car fleet with the aim of reducing the cost business travel 	<ul style="list-style-type: none"> • The next phase of the People Planning process will commence as part of the 17/18 financial planning process. • Staff Benefits will continue to be added to • The new Business Travel Policy will be launched in November • Options for the implementation of the pool car fleet will be finalised in November


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Priority 7: Develop our assets and resources


Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Martin Joyce / James Lamb	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 are being developed to deliver future year's financial savings and these will be presented to CMT in November • Locality Property Planning meeting events have been held in the Cheviot Locality in October. Further events are being arranged in other Localities over winter. These events will help engage with local communities on ways of improving the effectiveness and efficiency of land and property in each locality and inform our approach to property rationalisation 	<ul style="list-style-type: none"> • Work continues to achieve current year property savings and to identify property savings in future years • Further Locality Planning events in the 4 remaining Localities

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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
Rob Dickson /Jenni Craig / Stephen Roy	Digital Transformation	Use best of breed technology to make the services we offer to internal and external customers simpler and more productive. Make digital transactions so compelling that vast majority of internal and external customers will interact "digitally by default" leading to savings for SBC. Improve digital connectivity for citizens and businesses in the Borders and help them to make best use of digital technology.		<p>Progress Update: Status is Amber because the Digital Transformation Board is being formed and programme is being shaped.</p> <ul style="list-style-type: none"> • Launch of Council Tax Billing on-line will be delayed. Working to ensure it is delivered as early as possible and maximum advantage can be taken for uptake during annual billing. • Setup and Testing of Business World (ERP) progressing well • Initial Borders Digital Forum took place to co-ordinate activity around improving connectivity in the Borders • Initial work to shape Digital Participation and Digital Connectivity areas of the programme • Work well underway to identify the vision and benefits expected from the programme • Service transfer to CGI – October 2016 	<ul style="list-style-type: none"> • Testing of Business World ERP • Business process changes in departments to adopt new Business World processes • Work to roll out Council Tax billing as soon as possible • Planning of the realisation of benefits from the implementation of Digital Transformation


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<p>Brian Frater / Teresa Maley</p>	<p>Information Management</p>	<p>Deliver information sharing requirements across partners.</p>	<p></p> <p>Progress Update: Most work is progressing on track, although the Stage 3 (Information Audit and dependent tasks) end date has been extended to Nov 2016 and there are some outstanding PSN tasks for Customer Services re DWP MOU to complete. These are being watched and are progressing. Stages 4 and 5 have been scoped (see attached Project Plan update) with end dates of June 2017 and March 2017 respectively. Stage 5 is prioritized over 4 because of the statutory duty to submit a Records Management Plan to the Keeper for approval in March 2017 Project Board have approved the above changes. Project Initiation Complete covering:</p> <ul style="list-style-type: none"> • 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 <p>Stage 2 – Information Security - completed</p> <ul style="list-style-type: none"> • Incident Management Testing and Final Approval • Revised Information Security Policy and guidance • Data Sharing Procedures and Guidance. Data sharing pack for Programmes and Projects completed and communicated at their monthly meeting <p>Revised Training and Awareness Campaign package to promote best practice and compliance at all levels including:</p> <ul style="list-style-type: none"> • Revision of SBLearn Data Protection Training • Creation of Awareness Materials and posters • Information Management Open Day • Workshops on IAR for Information Audit awareness <p>Revised the Incident Management Procedure Began an Information Audit to compile an Information Asset Register (IAR)</p>	<p>Complete Stage 2 - Monitor completion of PSN tasks for (all Customer Services):</p> <ul style="list-style-type: none"> • Sign off of new DWP MOU (March 2016 issue) • All relevant staff completed mandatory training • Access Control Procedure completed and approved <p>Completion of Stage 3 - Information Assets: will include completion of</p> <ul style="list-style-type: none"> • Information Asset Survey • Information Asset Register • Information Asset Data Request Business Registers • Basic Information Asset (IA) Business Impact Level (BIL) Assessment Procedure • Training and awareness to follow completion of IAR • Data sharing register to be updated at completion of IAR <p>Stage 4– Review of Information Access (FOI, EIR, etc) to progress under 6 Sigma project led by Ron Kirk and Graham Dobson</p> <p>Stage 5 – Review of all 14 elements in the Records Management Plan to be complete</p> <p>As Stage 5 - Review of Data Protection Procedures (Stage 4) to be completed as part of DP element of RMP</p>
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Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Philip Barr / 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"> • Roads internal restructure being progressed. • Integrated Trust went live as planned on 1 April 2016. • SB Cares is up and running and progressing to business plan. 	<ul style="list-style-type: none"> • Council agreement of Roads structure. • Scope out other areas of the Alternative Models programme. • Establish 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 project is now complete. The following points are reported:</p> <p>Articles published: SBScene (Autumn 2016), SBC Intranet, NHS staff update August 2016 and Link - Scottish Borders Third Sector News August 2016</p> <p>Forthcoming articles: SBConnect Autumn/Winter 2016</p>	Information produced for Scottish Co-production Network website (for Co-production Week Scotland 14-20 November 2016). It is proposed that it will be used as a blog during Co-pro week and the guidance we have developed will be highlighted throughout the build up. SBC will also be included as a support of Co-pro week.

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Susan Manion	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 • Performance Monitoring Framework draft presented to IJB with further update including recent performance data, taken to IJB in August • New governance now in place, as per IJB decisions in June, to facilitate more streamlined approach to decisions re priority and funding of H&SC change projects • Locality working groups are now established and good progress is being made in engaging various parties to contribute to the production of locality plans, as per project schedule. First draft of Corporate Services Plan developed 	<ul style="list-style-type: none"> • Corporate Services plan to be finalised • Localities Working Groups and Locality Co-ordinators to produce first draft of locality plans • The next stage of development of the C&I plan will continue, led by the H&SC management team. The OD programme for the H&SC partnership will be further developed and implemented