Corporate Transformation Progress Tracker for 2016/17

02 February 2017

transformation
MODERNISING THE WAY WE WORK

	Programme/Project	Purpose	Overall Progress over the last year	Benefits & Outcomes
1	**Digital Transformation Programme**	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.	• Programme re-shaped to bring the work of the Customer First, ICT Review and Digital Connectivity boards together under a single programme board. • Business World specified, designed and now being tested. The system goes live in April 2017 and will introduce self-service at all levels and significant efficiencies. • Digital Customer Access introduces a portal to allow customers to have a single place to do business with the council online. Significant effort has been expended on designing and developing the solution. A number of technical challenges have come up that the supplier is resolving and this has delayed the original go-live of Q1 2017. We expect the portal to still go live in the first half of 2017. • A Digital Forum for the Scottish Borders was established by Calum Kerr MP and met on two occasions in the latter part of 2016. This group shared connectivity issues and solutions with a view to better co-ordinating efforts across the Scottish Borders. • Additional broadband circuits have been installed in the nine high schools which offer new 100Mb connections to the internet that are separate from the corporate connections. These can be used in a much more flexible way by students and teachers for learning, for example to use tablets or students own devices. • Digital Participation looks at ways in which we can ensure no-one is digitally excluded as we roll out new online services. We are seeking to actively help people to go online as it has been shown in research that being online can save someone around £750 per year. We are discussing with the Future Services Reform group within the CPP a pan-borders approach to this. • A review and draft strategy for Business Intelligence has been produced. This is about giving the Council the ability to understand cause and effect from our data and to reduce the effort and elapsed time to produce the various essential performance reports. A project to implement a new Business Intelligence solution and approach to management of our data will start in 2017.	• Achieve efficiency savings as agreed in the financial plan by using digital ways of working to deliver radically more efficient, simpler and easier to access services inside and outside the organisation. • Put the customer experience at the centre when we design our processes and elicit and respond to customer feedback to refine our processes. • Intelligently collect data and use this data to gain insight, take action and make better decisions. • Build the culture, skills and leadership within SBC to allow us to take advantage of digital ways of working to meet our corporate objectives. • Work with partner organisations to ensure the Scottish Borders has the infrastructure and skills required for the Digital Age. • Actively help customers to embrace Digital services for their broader benefit if they are able and ensure no-one is excluded from our services by focusing our resources on those in most need while those who are able utilise self-service.
2	**Workforce Transformation**	Enable staff to deliver service improvements, review existing management and admin structures and deliver a reward and benefit strategy. Implementation of mobile technologies to deliver more effective and efficient ways of working.	• People Plans – Following the introduction of the People Planning process last year, focus now on integrating the Finance & People Business Plans to align our finance and resources with corporate objectives. • Change Management – Change management training introduced to support the volume of change across the organisation. Introduction to Change Leadership & Management sessions organised for all senior managers and further in-depth change management training for all levels of the organisation also developed to build on these introductory sessions. • Business Travel – New Business Travel policy introduced to support efforts to drive down both the amount and cost of business travel. Business travel budgets reduced by 20% in 2016/17 as part of this drive and a Corporate Purchase scheme for Rail tickets introduced providing easier purchase of rail tickets. Options for pool car fleet being developed. • Staff Benefits – The Staff Benefits scheme was successfully launched in October with a large interest from staff. National government has made changes that change what can be salary sacrificed which may affect the achievement of the take-up target.	• A flexible and agile workforce • A better trained workforce through introduction of online resources • Working practices that fit business need • Smaller/leaner organisation • People Plans - workforce plans aligned to the financial plan and business plans • At least a 20% Reduction in Business Mileage and associated travel claims • Reintroduction of the Staff Survey • Improved staff communications and engagement.
3	**Children & Young People**	Improve the learning experience and opportunities for our children and young people through early intervention and prevention, an sustainable school estate and more integrated and streamlined management & admin.	Many projects within the Children & Young People have been delivered successfully this year. • A new structure is in place for Business Support at HQ and in Localities, as well as a new Senior Management Structure to support Children & Young People Services. • The School Estate Review has gathered momentum with a new additional needs building opening in Earlston and the discontinuation of Spectrum units at St. Ronan's and Wilton. • Reviews of Roman Catholic schools, mothballed schools and Jedburgh schools are well progressed, and action plans around Rural Schools are nearing completion. • New delivery models for Early Years and Additional Needs have been implemented including a review of staffing arrangements to incorporate more efficient staffing arrangements.	• Improved learning experience • Increased opportunities • Early intervention and prevention • Sustainable school estate • Integrated and streamline management and administration • Inclusion for all
4	**Adult Services**	Deliver service change and financial savings across a range of Adult services including reviews of contracts, charging levels and a reablement approach to the delivery of care.	In 2016/17, a number of initiatives within Adult Services have been progressed to ensure continued service provision together with the delivery of significant financial savings. • In addition, the Social Care Fund (SCF) has been utilised to help mitigate service pressures resulting from the introduction of the living wage/demographics and the Integrated Care Fund (ICF) has been utilised to drive service change in areas such as transitional care and reablement. • There are ongoing challenges for Adult Services, in large part due to the demographic pressure of a high proportion of older people in the Borders, and for 2017/18 additional financial efficiencies will be delivered through a number of new initiatives, including methods of delivery for services covering dementia and day services.	• Ability to meet increasing demand for services (aging population) • Providing high quality care – at home wherever possible • Improved prevention and early intervention • More efficient and cost effective service provision • Supporting people to live independently • More effective commissioning of services

5	**Information Management**	Deliver information sharing requirements across partners.	• Stages 1-3 of the project (including Privacy by Design and Information sharing) were completed on time with the exception of the Information Asset Register (IAR) which is in process of completion now. • Awareness session on data sharing was delivered to Project and Programme Managers and there is evidence that the guidance is being used routinely. • An information pack for projects has been added to the Projects EPM. • The training for Information Asset Owners will be delivered after the Register has been issued. • Project stages 4 and 5 have been removed from the project to be managed as business as usual (by Information Team or Information Governance Group Review process). • The project will be closed on completion of the IAR workstream.	• Compliance – legal, PSN, best practice and sound governance • Security of information • Better integrated systems • Improved information sharing (corporately and interagency) • Single view of the customer, child (GIRFEC), patient etc. • Supporting Integration and better customer services.
6	**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.	• Integrated Culture and Sport Trust went live from 1st April. • Business Case, Financial Sensitivity Analysis and Market Analysis for Roads LLP completed. Decision made to progress internal Roads restructure. • SB Cares is up and running and work continues on delivering the efficiencies and income streams identified in the Business Plan • Consideration has been given to other areas of service where alternative models (e.g. Shared Services, Joint Ventures, LLP's, Trusts) could deliver benefit.	• More effective and efficient business models where there is a compelling business case e.g. Shared Services, Joint Ventures, LLP's, Trusts
7	**Co-production**	Involvement of communities from the outset in the development, design and delivery of service.	• Co-production toolkit produced. • Agreed and adopted by Community Planning Partnership. • SBC intranet article – July 2016 • SBScene article – Autumn 2016 • NHS staff update article – August 2016 • LINK (3rd sector newsletter) – August 2016 • SBConnect article – Winter 2016 • E-learning tool developed. • Featured blog on Scottish Co-production Network website during Co-production Week - Nov 2016 • Toolkit to continue to be promoted to staff on ongoing basis • Completion of e-learning to be monitored	• A consistent approach to working with stakeholders to design, deliver and review services to ensure they are as effective as possible
8	**Integration of Health & Social Care**	Improved outcomes for service users and carers who will have clear access routes to services and information.	A number of things have been delivered including : • Locality Working groups established in each of the 5 H&SCP Localities. • Work progressing to develop Community Led Support and Buurtzorg initiatives. • Evaluation toolkit developed and being implemented across all ICF projects • Ongoing engagement with a wide range of stakeholders from across NHS, SBC, voluntary and independent sector. • Work progressing to develop co-located integrated teams within localities • Locality Property Planning Events held in Kelso and Jedburgh Looking forward, work is progressing well with regard to production of the Annual Performance Report (due to be published 31st July 2017). This report will contain a lot of information including the Health & Wellbeing outcomes, financial information and detail the significant decisions taken by the HSCP.	• More accessible services and stronger communities • Improved prevention and early intervention • Supporting people to live independently • Reduce avoidable admissions to hospital • Provide care close to home • Better Integration of Services • Better choice and control • More efficient and effective services • Reduce health inequalities • Better support for carers
9	**Railway Programme**	Delivery of actions to maximise the full economic and social benefits of the Borders Railway.	• Delivery of VisitScotland visitor marketing programme to UK and International Markets • Appointment of Inward Investment Project Manager • Delivery of ScotRail/ Rabbies 'Beautiful Borders' Visitor Experience Pilot • Delivery of 'Border Weaver' Hop on Hop off bus pilot • Appointment of ScotRail Borders Railway Development Executive • Delivery of EXPO 2016 and 'Runway Seat' PR Project • Delivery of Business Insider Inward Investment Event in May 2016 • Flying Scotsman visit in May 2016 • Approval of Scottish Enterprise Tourism Destination Fund bid for Scottish Borders and • Midlothian in June 2016 • Delivery of Steam Train Experience 2016 • Delivery of ScotRail Retail Hub at Tweedbank Station • Development of Borders Railway Town Centre Masterplanning Programme • 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 • 1 Year Anniversary in Sept 2016 and 'Borders Turns One' partnership campaign to celebrate the one year anniversary • Borders Railway 'One Year On' VisitScotland Tourism Conference • Approval of Borders Railway Corridor BIDS project • Approval of Inward Investment Hotel Prospectus brief • Approval of Business Incubator Feasibility Study • Passenger Research Surveys undertaken in November 2016 • Approval of Tapestry Visitor Centre in Galashiels in December 2016	• Better transport connection • More jobs • Inward Investment • Tourism Growth • Safer Travel • Improved Perception of the Borders • Population Growth

10	Localities Programme	Ensure SBC activity within localities is co-ordinated, via 5 locality plans containing clear actions and accountability.	• Conservation Area Regeneration Scheme (CARS) bid for Jedburgh submitted • Locality Property Plans - community events held in Kelso and Jedburgh • Strategic Assessment profiles for each Locality created (available online) • Living Safely in the Home Project rolled out in Cheviot • Draft Economic Development Plan developed for Cheviot • Asset Register published online for Cheviot • Transport Seminars held in Cheviot and Draft Transport Action Plan developed Community Empowerment (Scotland) Act 2015: • Full impact of the Community Empowerment Act is now understood, and takes a new direction than that previously developed locally through the Cheviot pilot • Presentations have been made in November / December 2016 to the Community Planning Partnership's Strategic Board and Joint Delivery Team outlining the new approach to be taken • Part 2: Community Planning of the Act came into effect on 23rd December 2016, along with the publication of the final Guidance supporting this part of the Act	• Better co-ordination and sharing of SBC data, information and research • Long term sustainability of services and communities • Better planning and delivery of service on a locality basis • Services tailored to the needs of a community; • Engagement of communities
11	Waste Management Plan	Create efficiency savings, reduce expenditure and provide additional income through the implementation of a strategy that is financially and environmentally sustainable.	• Council signed up to the Scottish Government Household Recycling Charter. • Kerbside options appraisal continued with support of Zero Waste Scotland. • Introduced new Community Recycling Trade Waste Access Policy. • Commenced route optimisation review. • Review of Trade Waste Services undertaken. • Commenced Community Recycling Centre review. • Preferred site layout and design for new Waste Transfer Station developed and Pre Planning Application submitted. • Phased restoration of Easter Langlee as we progress towards closure in mid 2018.	• Sustainable waste management solution • Compliance with EU and Scottish Government waste and recycling targets • Improved environmental impact • Households and businesses producing less waste and recycling more • More efficient working practice
12	Transport	Implement a better, simpler, more accessible and cost effective model of transport service provision, through a multi-agency approach.	• Continuation of the Strategic Transport Board work stream (meets 6 times/year) • Localities Engagement Berwickshire 2015, Cheviot 2016 • Completed feasibility study for Car clubs • On-going work with partners to procure transport via a central framework * Continuation of the Community Transport Hub, additional funding in place for further development. Scottish Transport Award winning project 2016 (accessibility)	• Co-ordinated and joined up approach to transport provision • A sustainable approach to transport that meets the needs of service users • Strengthened partnership working • Reduced carbon footprint • Savings and efficiencies
13	Energy Efficiency	Implement spend to save energy efficiency schemes across the Council estate.	SBC HQ window replacement, replacement LED lighting and insulating valve covers installations across 13 sites using Salix Finance recycling fund are now completed. On target to spend 100% of £600,000 Salix fund (£300k Salix/£300k SBC).	• Saving money and helping us meet our Climate Reduction Commitment
14	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. Actively pursue opportunities for co-location with our partners and opportunities for joint working.	Property Rationalisation: • Initial Review of the non-school estate completed and options for rationalisation identified. Schedules for those properties which can be vacated for – or during – the next financial year are being developed. Feasibility studies to identify further rationalisation options for future years are being progressed. Locality Property Plans: • Community engagement events held in the Cheviot Locality – in both Kelso and Jedburgh. Follow-up events will be arranged in late Feb/March to consult over an initial outline draft of a Locality Property Plan. • Further community engagement events are being established across the remaining 4 localities to support the development of initial Locality Property Plans. These events will be held in two rounds – the first, in late Feb/March will seek initial feedback from communities before drafting and the second, in May, will be held to seek feedback on the first drafts and to enable the plan to be developed further. Street Lighting: • In 2016/17 6000 Lanterns, illuminated signs and bollards have been replaced with an energy efficient LED alternative leading to a reduction in energy and CO2 consumption leading to a reduction in the associated electricity and carbon costs. • The majority of the 2016/17 works took place within the central borders area and work surveys continue to be carried out to gauge the customer reaction to the new technology that has been implemented.	• A smaller, more efficient and fit for purpose estate • Shared accommodation/property with Community Planning and third sector partners • Maximised income generation