

Scottish Borders Council

12 February 2015

1 PURPOSE AND SUMMARY

- 1.1 This report proposes the implementation of a Corporate Transformation Programme that supports the delivery of the Council's Financial Strategy 2015/16 to 2019/20.**
- 1.2 The Council's Business Transformation Programme has achieved significant and far reaching change over the last 5 years and delivered substantial savings of £17.8m. Moving forward, in order to respond effectively to the social, demographic and economic challenges facing the Council a much more comprehensive and ambitious transformation programme is now required that will deliver corporate change and service improvement right through the Council and into the wider community.
- 1.3 The proposed Corporate Transformation Programme has been developed around the following themes in the Council's Financial Strategy:
- a) Making best use of our People.
 - b) Working with our Partners.
 - c) Looking after the Borders.
 - d) Business Process Transformation.

The Programme provides a framework for the development and delivery of activities and projects to achieve a sustainable financial position over the next 5 years and beyond and underpins the delivery of Elected Member, Corporate and Partnership priorities.

2 RECOMMENDATIONS

- 2.1 **I recommend that Council:-**
- a) approves the implementation of the Corporate Transformation Programme**
 - b) agrees the four themes of Corporate Transformation**
 - c) agrees that quarterly monitoring reports should be considered by Executive**

3 BACKGROUND

- 3.1 The Council's Business Transformation Programme has achieved significant and far reaching change across Council services over the past 5 years. The current Business Transformation Programme set out to achieve substantial savings of £17.8 million over 5 years by:
- a) Redesigning and improving services from a Citizen's point of view.
 - b) Reducing waste and duplication.
 - c) Introducing new and innovative processes and working practices, often enabled by technologies.
- 3.2 In 2013/14 the financial targets set out in the Business Transformation Programme were achieved and the Council is on track to achieve transformation savings targets for 2014/15. As well as these financial benefits, the Business Transformation Programme has realised a number of significant non-financial benefits some of which are set out below:
- **Customer Service** – The continuing roll-out of modern Customer Services arrangements; simplifying and streamlining the way our Customers access services and information and notify us of faults. Customer Contact Centres have been successfully integrated into Libraries in many of our communities. The range of services which are available over the telephone and on-line are increasing year-on-year.
 - **Early Years** – As part of the Children & Young People Programme, the Early Years project has already delivered 600 hours of early learning and childcare for eligible 2, 3 and 4-year-olds. Further work is currently on-going to develop a comprehensive Early Years provision across the Scottish Borders.
 - **Asymmetric Week** – The Asymmetric Week was implemented across all schools in August 2014 enabling an alignment of timetables across schools. Consultation is currently on-going to evaluate the impact of the asymmetric week on pupils, parents and the learning community.
 - **On-Line Schools Payment** – An on-line payment pilot has begun in Selkirk with promising results and positive feedback so far. Subject to a positive evaluation of the pilot in March, proposals will be developed to roll this out across all schools.
 - **Office Accommodation** – A comprehensive overhaul of our office accommodation usage, together with new technology-enabled flexible working practices, has allowed us to reduce our property footprint across the Borders and, increasingly, share our existing accommodation with partner organisations.
 - **Integration of Social Care & Health** – joint working arrangements are now well-established with colleagues in NHS Borders to develop local arrangements for the Integration of Adult Social Care and Health services in the Borders.

- **Street Lighting** – Energy efficient LED street lighting is being rolled out across the Borders with consequent savings on carbon tax.
 - **Alternative Service Delivery Models** – The creation of an Arms-Length Council Care company and proposals for transferring Cultural Services to a Trust are both being progressed as a way of ensuring that services can continue to be delivered in sustainable way despite the continued squeeze on budgets and rises in demand for services due to changing demographics.
- 3.3 In order to respond effectively to the social, economic and demographic challenges facing the Council in years ahead and still deliver high quality and improved services, a more comprehensive, ambitious and more engaging Corporate Transformation Programme is required.
- 3.4 To fully exploit opportunities provided by greater integration between the Council and its partners, the Borders Railway and improvements in technology, there needs to be a significant cross-cutting Corporate programme that delivers corporate change and improvement right through the Council and into the wider community. It will also deliver significant savings.

4 CORPORATE TRANSFORMATION

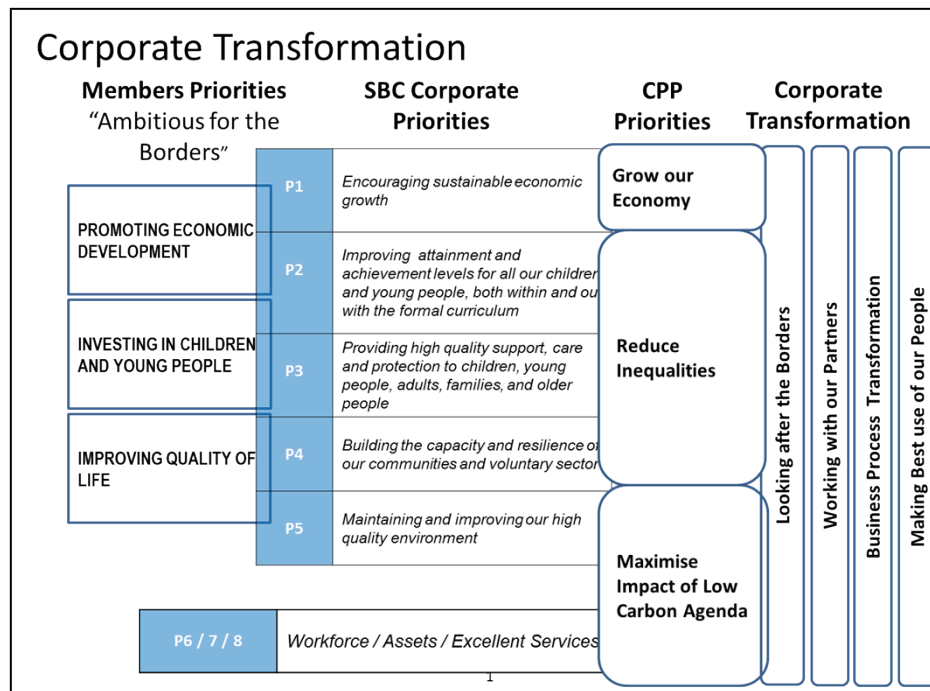
- 4.1 Over the last few months, the Corporate Management Team, Senior Managers and Programme/Project Managers have done significant in depth work to build on the current Business Transformation programme and develop a new Corporate Transformation Programme along with the principles that will underpin its delivery.
- 4.2 Vision for a Transformed Council
- A key part of the work in developing the programme has been to begin to describe in tangible terms what the Council will be like in five years' time and what the experience should be for communities, service users, staff and partners as a result of delivering the programme. This in itself has then helped shaped the principles and the detail of the proposed programme.
- 4.3 A narrative has been developed to try to illustrate in a more practical way the vision as it should be experienced by a "family" in the Borders in future years as a result of the Corporate Transformation Programme. The narrative will be used as one of the means of communicating the programme. The developing narrative is attached at Appendix 1 and illustrates how the programme will be presented.
- 4.4 The Four Programme Themes
- The proposed programme has been developed around the following four Corporate cross-cutting themes as set out in the Financial Strategy 2015-2016:
- a) Making best use of our People
 - b) Working with our Partners
 - c) Looking after the Borders
 - d) Business Process Transformation

Appendix 2 sets out the themes in more detail showing the activity in each theme along with a brief description of what each programme is about and is intended to achieve.

4.5 Delivering Priorities

A fundamental principle in the Programme’s development has been to make sure that it will support and underpin the delivery of Elected Member, Corporate and Community Planning Partnership priorities. To achieve this, as the outcomes and activity within the themes has been developed these have been consistently mapped against these priority areas. The figure below provides an illustration of how the Corporate Transformation Programme will support priorities:

Figure 1: Priorities and Corporate Transformation



4.6 Leadership and ownership.

The Council’s Corporate Management Team (CMT) will be at the heart of the Corporate Transformation Programme overseeing and ensuring its delivery.

4.7 CMT will dedicate a day a month focussing on the Corporate Performance of the Council where they will consider delivery of the Corporate Transformation Programme, service performance across the Council and Financial performance. In considering these areas together not only will CMT be making sure the Corporate Transformation Programme is being delivered as planned, but also that it is helping improve performance and delivering the level of savings required over the next 5 years.

4.8 Service Directors will also have a key role in the Programme. Whilst they have operational responsibility for their individual service areas, it is also proposed that they will have corporate responsibility for an individual Transformation piece of work, leading its delivery.

4.9 This approach further reinforces the principles of the corporate restructure around greater senior management focus on delivering corporate and service transformation and performance improvement.

4.10 Resourcing Corporate Transformation

The new Corporate Transformation Programme builds on current transformation activity and is a comprehensive and ambitious programme. It will need to be resourced in a different way involving more staff from across the organisation and making much better use of the skills and expertise of our workforce to supplement the existing core Transformation Team.

4.11 There are a number of benefits to this overall resourcing approach:

- There is better use of in-house skills and expertise
- There are opportunities for staff development
- It supports succession planning
- Staff are more involved in the corporate programme of change, have opportunities to do different types of work and therefore feel more motivated

4.12 A Consistent Approach

Previous experience with transformation projects has demonstrated that the robust definition of Business Case and Benefits, Return on Investment, and Programme and Change Management are absolutely key features of success. These will therefore be applied consistently across all the activity in the Corporate Transformation Programme so that there is confidence of the delivery of improvements and savings.

4.13 Reporting

CMT will review progress with the Corporate Transformation Programme on a monthly basis; they will do this in conjunction with financial monitoring and considering performance management.

4.14 It is proposed that the Executive will receive quarterly reports on progress with the Programme. The reporting will be on an exception basis and as far as possible designed not to be onerous or bureaucratic. Reporting will provide sufficient information to allow Elected Members to have a clear picture of progress and delivery and to be able to make any decisions necessary to ensure the Programme progresses as planned and delivers the required benefits.

4.15 Financial

The Corporate Transformation Programme and approach underpins the delivery of a balanced and sustainable financial position across the 5-years of the Financial Strategy 2015/16 - 2019/20 in two respects:

- It enables successful delivery of existing, detailed savings proposals.
- It provides the necessary corporate framework to develop and deliver projects and activities that will help achieve a sustainable financial position in future years.

5 IMPLICATIONS

5.1 Financial

There are no specific costs attached to any of the recommendations contained in this report outside those considered within the Administration's Budget Proposals. Business cases with return on

investment information will be developed for the projects and activities within the programme.

5.2 Risk and Mitigations

(a) A formal risk management approach will be applied consistently and appropriately across the programme

5.3 Equalities

(b) Equalities Impact Assessments will be carried out on the projects within the Corporate Transformation programme.

5.4 Acting Sustainably

(c) The programme will support the approach of acting sustainably ensuring any effects are identified and the impact evaluated where appropriate.

5.5 Carbon Management

(d) The programme will actively promote a positive impact on the Council's carbon emissions where appropriate.

5.6 Rural Proofing

(e) This will be undertaken within the programme where appropriate.

5.7 Changes to Scheme of Administration or Scheme of Delegation

(f) There are no changes to be made.

6 CONSULTATION

6.1 The Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Service Director Strategy and Policy, the Chief Officer Audit and Risk, the Chief Officer HR and the Clerk to the Council have been consulted and any comments received have been incorporated into the final report.

Approved by

**Rob Dickson
Director of Corporate
Transformation & Services**

Signature

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**Background Papers:
Previous Minute Reference:**

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