APPENDIX 2 - SBC CORPORATE TRANSFORMATION PROGRAMME, THEMES AND ACTIVITY

Making Best Use of Our People

1. **Workforce Transformation Programme including:**
   a. Organisational Design & Delivery Model
   b. Workforce Planning & Development Strategy
   c. Redesigning Working Practices
   d. Rewards and Benefits Strategy
   e. Employee Engagement & Communication

This far reaching programme will build an agile workforce who is engaged in redesigning and implementing working practices to better meet business need. A bottom up approach will be utilised to enable empowerment of staff to bring about service improvements. The programme will include and co-ordinate a full review of all management and administration and explore more integrated and streamlined support for front line services ensuring optimum deployment of staff across all service delivery models. A reward and benefit strategy and more effective methods for staff communication will also be implemented.

2. **Children & young people**
   a. Learning delivery framework
   b. Management admin
   c. Pupil support

An ambitious programme of change will continue to be developed and implemented that will improve the learning experience and opportunities for all our Children and Young People and also deliver significant savings. Learning delivery will review and implement changes to how universal services for children and young people are delivered, including use of Technology, Senior Phase and Early years Education. Pupil support will review services across Children & Families and implement a more flexible service that will include a new Inclusion Strategy focussing on early intervention and prevention. Management admin includes the development and implementation of a strategy to provide a fit for purpose, sustainable School Estate and, the implementation of more integrated and streamlined management and administrative support services across the whole of Children and Young People services.

3. **Adult Services Programme**

The Adult Services programme co-ordinates the delivery of 11 review and project areas aimed at delivering significant service change and financial savings across a whole range of adult services. The key areas within the programme are the implementation of a Council Care Company, implementation of the Charging Review increasing charges in a consistent and equitable way across services and, implementation of a Reablement approach promoting and enabling independent living and a better quality of life for individuals who previously would be reliant on long-term care and support packages.

Working with our Partners

4. **Joint Delivery/Co-Location**

A programme to actively pursue opportunities for co-location with our partners and deliver a planned, prioritised programme of work around co-location and joint service delivery that will enable delivery of more integrated, easier to use and better services for customers along with efficiencies and savings.

Scottish Borders Council, 12 February 2015

5. Data/Info-sharing Programme including:

    a. Child Messaging (e-GIRFEC)

    b. Integration of Social Care & Health

A single programme that will deliver the information sharing requirements across partners covering all aspects of information sharing. This will include necessary data sharing protocols, identification of barriers to success and sharing, resolution of these and the implementation of IT solutions required to enable successful data sharing.

6. Alternative Models for Service Delivery including exploring Community Enterprise models.

    a. Culture trust

    b. Council care company

A review of organisational service delivery and trust models to develop fit for purpose and more cost effective alternative across a whole range of Council Services building on the work already done to develop and implement the Council Care Company and Culture Trust. Models such as LLP's, and Joint Ventures with other Council's and private-sector partners will be explored and implemented through this programme.

7. Co-Production

The development and implementation of a policy/strategy for co-production which is applied across all appropriate areas of the Corporate Transformation Programme…and beyond. A co-production approach will be implemented across the Council whereby communities are involved right from the outset in the development, design and delivery of service.

8. Integration of health & social care

The outcome of this programme of work will result in improved outcomes for service users and carers who will have clear access routes to services and information. There will be timely, quality services delivered in peoples own homes and communities by a flexible, skilled workforce. There will be transparent and understandable governance arrangements and effective use of resources across the partnership ensuring delivery of agreed efficiencies.

Looking after the Borders

9. Railway Programme – Delivering the Borders Railway Blueprint Action Plan

An ambitious programme of action and activity has been developed and will be delivered over the next 3 years and beyond based around the themes of:

- *Great Places for Working & Investing*
- *Great Places for Living and Learning*
- *Great Destinations to Visit*

All aimed at maximising in full the economic, social and other benefits of the new Borders Railway.

10. Localities Programme including:

   a. Asset Management Plan (Town by town)

   b. Strategy for Regenerated sustainable towns

   c. Harmonisation/Streamlining of locality planning and delivery arrangements

   d. Community capacity building/Transfer of services/ownership

   e. Maximising funding benefits

   f. Integration of Health & Social Care/Needs assessment at a locality level/locality plans/engagement in the development, review and renewal of the plans.

A fully developed framework for the development and implementation of Locality Plans which ensures that SBC activity within localities is co-ordinated and that members, partners and communities are fully engaged. There will be 5 locality plans with clear actions and accountability. Asset management will be planned on a town by town and service by service basis. We will create a strategy for regenerated, sustainable towns, designed with and owned by the community.

11. Integrated Waste Strategy

The Waste strategy projects have the potential to create efficiency savings, reduce expenditure or provide additional income. The implementation of the Strategy will provide waste collection and disposal services that are both financially and environmentally sustainable and are compliant with European, National and Local Policy/Legislation.

12. Digital Connectivity Programme including:

   a. Enabling not-spot communities to access broadband – access funding/tender for services

   b. Mobile telephony

   c. Maximisation of associated external funding opportunities

   d. Fixed-term enabling team

A programme that will maximise community and town access to digital connectivity/broadband and mobile telephony to enable communities to make best use of emerging technology. Where communities are not directly connected to the broadband infrastructure ("hot spots"), they will be supported in developing and implementing available technical solutions to provide connectivity to the broadband and mobile infrastructure.

13. Electric Vehicles

Establishing a fleet of electric vehicles provided for all business usage by staff, which will significantly reduce the current costs associated with business mileage and also reduce the Council's carbon footprint. The programme will also roll out the supporting charging point infrastructure, enabling electric vehicles to be used effectively for all business mileage right across the Borders. This is a model currently in operation in Dumfries and Galloway Council.

14. Transport programme – Integrated Sustainable Transport

Delivery of sustainable and integrated transport change programme that maximises accessibility and connectivity of available transport. This will be supported through adopting a multi-agency approach to transport service delivery in line with user requirements. The programme will seek to identify and implement a better, easier to use, more accessible and more cost effective model of transport service provision.

15. Energy efficiency programme

There are significant opportunities to achieve savings through developing and implementing a comprehensive programme of energy efficiency schemes across the Council's Estate. It should be possible to develop and deliver a significant number of spend to save Energy Efficiency schemes and this will be done through this programme.

Business Process Transformation

16. Street lighting

This project will continue the implementation of modern energy efficient LED lighting across the Council's 19,000 street lighting assets, delivering significant energy efficiencies and savings, and minimising future Carbon Tax liabilities through a reduction in the Council's Carbon Footprint.

17. Customer First Programme (Phase 2) including:

    a.   Customer Services Strategy

    b.   Channel Shift to on-line/digital services

    c.   Single point of contact for local public services

This programme will continue to develop and roll-out modern Customer Services arrangements across the Council; simplifying and streamlining the way our Customers access services, can notify us of fault and providing greater information and feedback to the customer on progress with their service request or reported fault. The Customer Strategy and Customer Improvement Programme will enable a:

- *Single login for customers to access all relevant services*
- *Single view of customer*
- *Corporate definition of customer*
- *Access to more services on-line*

18. Property & Assets Programme

    a.   Energy Efficiency

    b.   Better use of existing estate/Further Rationalisation

The implementation of a Property & Assets Strategy that best supports the future delivery of Council services as cost effectively as possible pursuing opportunities around estate rationalisation and taking full account of revised future service delivery models. It will allow us to have a single view of assets and will identify specific targets for energy efficiencies by developing a detailed business case for implementing energy efficiencies.

19. Work-Style Transformation Programme (Phase 2)

This programme will focus on developing and implementing opportunities and efficiencies afforded by mobile technologies. Where services have adopted mobile working a service-by-service redesign of processes around mobile working will be carried out, building on existing national and LA practice/exemplars, delivering much more effective and efficient ways of working.

20. Business Process Re-engineering approach

      a.   Development of a consistent approach

      b.   Capacity and skills to deliver

      c.   Prioritise Programme – including procurement and contract management processes

An agreed approach involving a range of different improvement tools (e.g. LEAN process review) will be utilised and applied across a prioritised programme of process improvement work. This will enable streamlined, automated processes to be developed and utilised making the best use of available technology. The programme will also actively pursue opportunities around effective contract management and related procurement activity, aiming to generate cashable efficiencies through enhanced information sharing and ensuring best value from the supply chain and contract management.

21. IT Programme

An ICT strategy and investment programme will be created and implemented that will support and enable the delivery of transformed services and redesigned processes that will deliver significant productivity gains and savings across all areas of Council activity. This programme enables and underpins almost all programmes within the Business Process Transformation theme. This will include Phase 2 of the Printer Refresh Project. There will also be a review of the Corporate Mailing arrangements.