

SB Cares Board
2018/19 Programme Tracker

QUALITY	Project	Project Objective	Project Senior Responsible Officer (SRO)	Project Lead Officer	Investment Required	18/19 Financial Plan Savings Target £000	Original Completion Date	RAG Status	Progress to Date	Key Next Steps
	Training & Induction	Effective Training & Induction of Staff to ensure: - Better quality of care; - Improved management of service provision and staff; and - Higher productivity and efficiency	Lynne Crombie	Leanne Baird	SBC Transformation Resource Dedicated Training Manager Discussions ongoing with HR & SB Cares' SMT re Budget Transfer from SBC of Training Budget. Investment in additional Training to address shortfalls - £TBA	N/A	April 19	G	Leanne Baird is carrying out the Training Manager role as part of her Service Manager role, as it proved difficult to recruit to this role externally. Developing new Training Programme content - all course descriptors now received and being reviewed. ASP training now sourced and in place. Frontline manager training starting Jan 18. Costs now received for courses, staff numbers being identified to allow costs to be finalised. Training Matrix completed. Budget for 2019/20 has been identified for SB Cares within the SW training budget as £95,000. This year's budget is £115,000 and we are awaiting information on how much has already been committed.	Agree final course content for all mandatory courses. Agree staff numbers to be trained in each course. Training budget available has been confirmed therefore full costs for mandatory training is currently being assessed to then identify any additional funding required.
	Care Inspection Action Plans	Deliver a Programme of Activity to proactively deliver the action plans to meet the Care Inspection Requirements & Recommendations.	Lynne Crombie	Leanne Baird / Liz Ainslie	Investment may be required as a result of recommendations/requirements £TBA. Utilise Council's Capital Allocation for SB Cares to address some of the works £TBA. Still under discussion.	N/A	Ongoing	A	Proactive Action Planning ahead of expected inspections is underway. At present the proposal for the Capital Budget is £250,000 for Care Home Environmental Improvements has been allocated. There have been improvements in some environmental Care Inspectorate Grades. Service Managers have been actively involved in supporting Registered Managers complete action plans, but there is still improvement required.	Establish priorities for investment programme. Continue proactive action planning and delivery of agreed action plans. Registered Managers to improve their understanding of the importance of completing and implementing CI action plans.
	Care Home Staffing	Deliver a best value staffing structure in care homes including: - implementing an equitable Support Worker Structure; and - reviewing overnight staffing models including sleep-in arrangements - Increased demands? No care home schedule - Proposed change from Grade 5 to Grade 4 staff now implemented - savings £10,000	Lynne Crombie	Leanne Baird	N/A	(10)	April 19	G	National changes agreed to rates of pay for sleep-overs has been agreed, reinforcing need to change current arrangements. Senior Operations team have met and a project plan is being developed to progress the wider staffing review required as part of reviewing Sleep ins. Service Managers have met to progress. Lynne has contacted HR Business Partner to request to meet to progress.	Workshops planned for January/February with staff groups involved, TU and HR will also be involved.
	Communications	Deliver the Communications, Engagement & Marketing Plan to ensure: - Our Values are a fundamental part of our client experience - Our staff are informed, engaged and involved - Proactively engage with our clients through effective use of social and digital media - A clear and consistent brand identity with a reputation for high quality care - Promotion of SB Cares in the Adult Social Care market	Paul Cathrow	Paul Cathrow	Printing costs associated with distributing information to dispersed clients/staff. £TBA Cost of any staff meetings - covered from within existing budgets.	N/A	Ongoing	A	Rebranding programme progressing well. Brand Launch January/February. Website upgrade and launch January/February. Document library - cataloguing complete. SB Connect - issue on 3 October covered recruitment, Telecare, Care Academy and St Ronan's. Next issue 6 February. Derek is leading on establishing a Staff Engagement Group to lead on internal staff comms. It is intended to have this established by Mar 19.	- Brand launch and Website launch should take place January/February - Document library - now organising documents into sections within the library. SB Connect - next issue 6 February.
	Workforce Management - Absence	Deliver reductions in overtime/agency cost through more effective management of workforce absence.	Lynne Crombie	Service Managers/HR	SBC Transformation Funding for dedicated HR Advisory support	(75)	Ongoing	G	HR Advisory support now in post and working with Front Line Managers. Staff Sick Pay Costs: Year to Date there is a reduction in Staff sick pay payments of £140K in comparison to last year figures at this time. Meeting with HR took place and the way information is currently being presented is being updated to allow for better scrutiny of data.	Establish regular reporting of progress to Operations Service MT to ensure progress is monitored. Establish appropriate reports to monitor progress.

Workforce Management - Overtime	Deliver reductions in enhanced overtime cost through more effective management of the workforce.	Lynne Crombie	Service Managers	N/A	(75)	Ongoing	G	There has been a 22% reduction in premium overtime hours paid as a year to date comparison	Re-focus front line management activity around managing staff cover to minimise premium overtime costs. Discussion with TU's re the allocating of cover hours required.
CES Review	Deliver an integrated, fit for future workforce & service delivery model with customer focused staff providing high quality and cost effective Technology & Equipment services to support Independent Living in the Scottish Borders.	Paul Cathrow	Paul Cathrow	N/A	(20) Stretch additional (60)	April 2019	A	Principles of move to Trusted Assessor status agreed with CES Joint Management Team. Previously worked on job descriptions currently being refreshed.	Review structure of Admin / finance / stores / procurement function.
Fleet Management	Deliver cost effective fleet management within SB Cares through: - increasing the Homecare pool care fleet; and - review the fleet/transport management arrangements across the organisation	Philip Barr	Paul Cathrow	SBC Transformation Funding for additional Fleet Manager within Fleet Services Capital Investment in additional pool vehicles (circa £14k per vehicle)	(20) (10)	March 2019	G	We are continuing to order and receive new vehicles and implement best management practice. Input from SBC Fleet Service continues to be limited with no contribution from newly appointed manager. New VW Caddy vehicles have been delivered for Day Services	Secure delivery of new vehicles. Quantify savings achieved to date from fleet acquired in 2017.
Financial and Administration Process Review	Ensure fit for purpose financial and administrative processes within SB Cares to reduce the burden on staff, create consistency and standardisation and improve the internal controls framework	Philip Barr	Finance & Information Manager	SBC Staff time will be required to undertake the redevelopment work £TBA	N/A	December 2018	A	Focus has been on improving processes around the payment of Homecare staff and the quality of the information submitted to HR.	Workshop with CES around purchasing processes to establish ways of removing significant paperwork volumes on key contracts.

BUSINESS GROWTH										
	Project	Project Senior Responsible Officer	Project Lead Officer	Investment Required	18/19 Financial Plan Savings Target £000	Original Completion Date	RAG Status	Progress to Date	Key Next Steps	
	Commercial Development Programme	Philip Barr	Paul Cathrow	£TBA once plan further developed.	(36) (Gross Contribution pa)	Phase 1 December 2018	A	Continue to track net growth of telecare alarms; Continue to work with SW colleagues to increase number of referrals; Online shop provider now confirmed; Sales process continues to be reviewed and improved; KPI dashboard reporting now in place; Agreed equipment product list now in place; Technology Innovation Suite now set up and in use.	Roll out CPD programme for SW staff from Feb 19. Introduce new technologies in pilot throughout Q1 2019. Commence a pilot of ETHEL to deliver medication prompts through Garden View.	