

**SCOTTISH BORDERS COUNCIL**

**19 December 2019**

---

**1 PURPOSE AND SUMMARY**

- 1.1 The purpose of this report is to provide elected members with an updated overview of the approach being taken to the Council's Fit for 2024 (FF24) strategic transformation programme. It presents: progress made on delivery during 2019; an outline of the current programme plan; its required financial objectives; and summarises the inherent risks.**
- 1.2 The Council's FF24 Strategic Transformation Programme was agreed by elected members on 28 February 2019. This report provides the first update on progress made during the initial six months of the programme. During this time the programme's structure, scope, governance arrangements, plan and financial quantum have been, or continue to be, developed.
- 1.3 This report reminds members of the rationale, drivers for and approach to the undertaking of the FF24 programme. It highlights also that to be successful, it must deliver over £19m of cashable efficiency benefits as outlined in the Council's 2019/20 five-year revenue financial plan.
- 1.4 The FF24 approaches, including process improvement, digital technology and service redesign methodology are presented in this report, through which the ambitions of the programme will be delivered.

**2 RECOMMENDATIONS**

- 2.1 **I recommend that Members:-**
  - a) **Note the early development work undertaken on the FF24 Transformation Programme, and proposals for future service areas of focussed activity.**
  - b) **Note the progress towards the 2019/20 savings target of £0.850M, and details of future programme savings plans.**

- c) Agree to receive further updates as part of the budget development process 2020/21 and at regular intervals thereafter as part of the Council's quarterly financial and performance monitoring arrangements.**

### **3 BACKGROUND**

#### **FF24 Programme Vision**

3.1 In February of this year, members approved the inception of FF24, the Council's new five-year programme of strategic transformation that will run initially from 2019/20 to 2023/24. The over-arching aims of the programme are to reshape Scottish Borders Council services in order that they:

- are more adaptable and effective and efficient;
- meet the current and emerging challenges facing the organisation, not least in an ongoing period of increasing demand, financial constraint and increased uncertainty; and
- maximise outcomes for the people and communities of the Scottish Borders it serves.

3.2 Within the February 2019 report, a number of factors underpinning the heightened requirement for comprehensive review and structured, effective transformation of what the Council does and why, where and how it does it were outlined including:

- Financial drivers
- Legislative and other prescribed changes
- Environmental factors
- Technological developments
- Increasing Demand and Expectations

3.3 FF24 is therefore the Council's vision for not only the next five years, but for preparing itself, particularly in terms of agility, adaptability, efficiency and sustainability, for its long-term future. The template through which this will be achieved follows the four key principles of the Christie Commission report (prevention, involvement, partnering and efficiency) and promote the sustainable development goals of the Scottish Government's National Performance Framework. Both these aspects feature strongly within the Council's Corporate Plan. Indisputably, involving people, empowering communities and working in partnership are the most fundamental methods through which the Council can better meet future needs.

3.4 As part of the 2019/20 Revenue Financial Plan, Scottish Borders Council approved the FF24 strategic transformation programme and its need to deliver targeted efficiency savings over the five-year life of the programme of almost £18m.

#### **FF24 Programme Approach**

3.5 FF24 requires to: be wholly comprehensive; cover all services and all aspects of service delivery; and be ambitious in its targeted outcomes. The approach requires to be structured and evidenced.

3.6 The programme is governed by the FF24 Programme Board. This is constituted by a number of senior council officers and meets on a frequent and regular basis (currently fortnightly). Progress reports on the

programme are also regularly made to the Council's Corporate Management Team.

- 3.7 An initial series of CMT-led staff engagements roadshows were held across nine areas and at Council HQ. Further Social Work review events were held in five different localities for staff and two area-based events for key partners/stakeholders, including NHS and community/3rd Sector organisations. Staff engagement sessions are currently taking place for colleagues in services within the scope of the Roads and Infrastructure service review. A variety of information has been made available to staff and stakeholders through newsletters, intranet communication, and continued promotion of the #YourPart campaign.
- 3.8 SBC has adopted the Scottish Approach to Service Design (SAtSD) to ensure that identification of need and the models of future service provision are user-centred and user-led, working in partnership with individuals and organisations to design them. A cohort of Council Officers benefitted from the Scottish Government course 'Scottish Approach to Service Design' in early 2019, and this approach has been woven in to the FF24 programme. For example, across the social work review we have interviewed service users to map their journeys and experiences to ensure we are looking at services from a user centric position to redefine the service offerings across the Council to meet both the changing expectations of our citizens and the challenges for the Council in delivering these services.
- 3.9 Digital is embedded at the heart of the FF24 programme, to provide services that will continue to meet the expectations and needs of citizens of the Borders with the programme looking to leverage the investment made in digital technologies.

#### **4 FF24 WORK TO DATE**

- 4.1 The FF24 builds upon transformation activity undertaken since 2013/14. The programme promotes a whole council approach to review, evaluation and redesign of services. The programme now incorporates the Digital Transformation Programme, including: Inspire Learning, Digital Customer Access (DCA), Office 365, Business Intelligence, Print Strategy and Confirm Upgrade, Health & Social Care Digital Programme, Children & Young People Digital Projects, Social Work system developments and Workforce Management projects.
- 4.2 The Council is a partner within, and is also working with, the Health and Social Care Partnership to deliver a range of transformational projects such as Transitional Care and Specialist Dementia facilities, and new models of care.
- 4.3 Cross-cutting Service Reviews are a major part of FF24 and are led corporately to ensure a consistent, single Scottish Border's Council approach including external challenge. Two examples of service reviews already initiated are: Fleet and Passenger Transport; and Social Work. A brief summary of the work carried out so far is included below.

## **Social Work Review**

4.4 The work undertaken has provided insight into how the system currently functions and how it performs. This has informed a number of business cases / mandates for change that are being progressed towards decisions for implementation. The work has included the following:

- Financial analysis of performance of Social Work expenditure over last three years to identify areas of financial pressure and opportunities for shifting expenditure through more preventative intervention.
- Benchmarks for expenditure across comparator Scottish Local Authorities to identify areas of under or over-investment.
- Documented and critiqued range of customer journeys/experiences across physical disability, learning disability, children in the care system and older people.
- Observations and analysis of key processes to identify areas for greater use of technology and streamlining of existing processes.
- In-depth analysis of how a Social Worker spends their time to identify the amount of time spent with service users compared to desk-based, meeting based or travelling.
- Face to face engagement sessions with over 200 professionals, third sector and care providers across health and social work to capture their input into opportunities for more joined-up, preventative and efficient support to those in need.

4.5 At this stage the emerging recommendations below have been segmented into initiatives to optimise current delivery, enablers for change and transformational change.

### Optimising current delivery

- Increased regular reviews of current care plans to ensure alignment with individual client needs.
- Using technology to ensure greater control over expenditure at the point of care packages being approved.
- Increased focus on monthly performance in terms of productivity, outcomes for service users and financial expenditure.
- Better use of technology so that service users can be supported more safely and with more dignity by fewer different care professionals.
- Benchmarking charging policies with national levels.

### Enablers for change

The focus for enabling transformation change is on implementing new structures and processes in partnership with health, communities and the voluntary sector to deliver more joined-up and more preventative support for those at risk. The emerging themes are:

- The need to develop a "trusted assessor" model that avoids a client's care pathway being delayed or the individual being subjected to multiple assessments.
- Exploring mobile and tablet-based software to allow all professionals to work in an agile manner, including undertaking assessments and accessing/updating client data remotely.
- Increased focus on "reablement" to support people more intensively for a shorter period of time so that they regain greater independence thereafter.

- Building on the success of the What Matters Hubs with local communities to help connect people more securely into local support and extend the model into closer partnership working with health.

#### Transformational Change

Demographic forecasts dictate the need for truly transformational change across health and care. The vision is that integrated teams based in localities will deliver:

- More responsive services where people have emerging needs.
- Better connect people into the local community and keep them safer for longer.
- Allow for single assessments that reduce duplication.
- Allow closer working with GP practices to deliver earlier intervention and avoid costly and avoidable health and care crises.

#### **Fleet and Passenger Transport Review**

4.6 Across fleet and passenger transport the work undertaken has included the following:

- Financial analysis of investment and expenditure across both service areas.
- Comparisons through a national benchmarking process of the relative cost and performance of fleet management.
- Audit of plant & vehicles and analysis of utilisation of vehicles.
- Analysis of miles per gallon rates to identify opportunity to invest into tracker technology to improve management control and visibility of driver behaviour.
- Analysis of procurement process and identified headline business case for medium-term investment into technology to streamline the process.
- Analysis of external procurement expenditure and identified a number of areas to purchase more economically.
- Observations and analysis of key processes within fleet management.
- Considerations of best practice in terms of different service models / structural options to streamline management and delivery of fleet and passenger transport.
- Initiated a pilot to evaluate the benefit of “routing software” to streamline and reduce the costs of transport for home to school transport for mainstream and children with additional needs.

#### **Business Process Improvement and Digital Transformation**

4.7 Through intensive business process improvement work and maximum use of digital technology, SBC will seek to transform into a highly effective, lean and fast-moving organisation. This work stream focuses on ways which are faster, cheaper and better. Improvements can be both major catalysts for organisation redesign or incremental smaller changes that add up to significant benefits over time. A key aspect of this work is fully utilising technology that the Council already has such as Business World and Mosaic.

4.8 Over time, process improvement expertise will be further developed across SBC staff, creating a sustainable culture of mainstreamed process improvement. A wide range of projects across the Council are currently underway and are due to complete over the next few months covering services in Health and Social Care, Customer & Communities, Finance & Procurement and HR.

### **Social Work Financial Assessments**

- 4.9 Currently preparing to go-live with a new method of assessing the contribution which a social care client is required to make for their package of care. At present the process can be problematic, resulting in delays in informing the client of their contribution. In future we will be utilising the functionality within the Mosaic social care information system to carry out this task. This will be paired with new mobile working technology which will enable our staff to carry out this assessment wherever it is required in the most efficient way possible. Data will be input directly into Mosaic which will eliminate the current requirement to re-input the same information. The financial processes will be fully integrated with Business World, increasing the efficiency of the process and improving management information. This change will deliver benefits to the Council and an improved level of service to our social care clients.

### **Loans Charges**

- 4.10 Finance officers are currently undertaking a review of loans fund advances outstanding at the 31<sup>st</sup> March 2019 to ensure the Council makes a prudent provision each year for the repayment of outstanding borrowing. This exercise will ensure that the statutory repayment of debt is linked more closely to the life of assets which have previously been financed through borrowing. The initial work undertaken has identified savings of approximately £0.400m in the current year and further work is being undertaken as part of the budget development process for 2020/21 to identify what further efficiency is possible.

### **Making Better Use of Our Properties**

- 4.11 A series of property-related engagement events are being planned and rolled out across Border communities. These events seek to work with both communities and partners to establish how services and properties can be reconfigured in each of our main towns. Early events relating to the investments in the Learning Estate have already been held in Jedburgh, Earlston and Eyemouth. Lessons learned from these events will be used to inform events in other towns and communities over the coming year.

## **5 DELIVERY OF FINANCIAL EFFICIENCIES**

- 5.1 The FF24 savings target in 2019/20 is £850k. This target will be exceeded by the work undertaken to date which will deliver ongoing benefits of £1.012m which will be reflected in the 2020/21 budget. These savings are from: £0.190m – people and structures; £0.422m Business Processes & Digital Transformation; and £0.400m from loan charges profiling. All of the actual or projected savings are recurring, with the projected full-year effect for some, considerably more than what is being delivered over a short space of time this financial year.

## **6 NEXT STEPS**

- 6.1 A further report will be made to Council as part of the financial planning process for 2020/21 and beyond. This will include a detailed plan covering five years and detailing the areas of the budget to be reviewed.

6.2 Further in-depth reviews are due to commence immediately around Roads & Infrastructure and Community Development & Capacity Building. These projects, which are now at the initiation stage, will follow the evolving FF24 approaches, including extensive staff engagement, business process engineering, financial analysis and benchmarking exercises.

## **7 IMPLICATIONS**

### **7.1 Financial**

There are no costs attached to any of the recommendations contained in this report in the current year. The Programme team is funded by an approved budget in 2019/20 and is on track to deliver the savings required in the current year. The future financing of the team will be addressed as part of the budget process for 2020/21. The affordability of the 2019/245-year revenue financial plan is however dependent on the delivery of and estimated £19.212m of cashable efficiency savings attributable from the timely and full delivery of the FF24 programme. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions as a result of the outcomes of the programme wherever possible.

### **7.2 Risk and Mitigations**

Slippage or non-delivery of any aspect of the programme will result in a failure to deliver the full efficiency saving targeted within the 2019/20 financial plan. Given the level of savings required and the extensiveness of the programme itself, this is a prevalent risk. Periodic summary, exception and status reports to regular and frequent Board and Corporate Management Team meetings will provide early indications of any such risk, enabling timely and effective remedial action to be agreed and implemented.

### **7.3 Equalities**

It is anticipated that there are no adverse equality implications associated with this report. Equality Impact Assessments will be undertaken on all proposals for transformation emanating from the programme as these are agreed, prior to their implementation.

### **7.4 Acting Sustainably**

There are no known economic, social or environmental impacts arising from the proposals contained within this report at the current time.

### **7.5 Carbon Management**

There is no known carbon emission impact associated with this report.

### **7.6 Rural Proofing**

This report does not amend rural proofing policy or strategy.

### **7.7 Changes to Scheme of Administration or Scheme of Delegation**

There are no changes required to either the Scheme of Administration or the Scheme of Delegation as a result of the proposals contained within this report.

## 8 CONSULTATION

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

### Approved by

**Tracey Logan**  
**Chief Executive**

**Signature .....**

### Author(s)

Name	Designation and Contact Number
Paul McMenamin	Finance Business Partner
Jason McDonald	Senior Manager – Business Strategy & Resources

### Background Papers:

**Previous Minute Reference:** Scottish Borders Council 28 February 2019 Item 1

**Note** – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. Jason McDonald can also give information on other language translations as well as providing additional copies.

Contact us at Jason McDonald, Council Headquarters, Newtown St Boswells, Melrose, TD6 0SA, Tel: 01835 824000, email JAMcDonald@scotborders.gov.uk