CORPORATE TRANSFORMATION PROGRAMME TRACKER FOR EXECUTIVE COMMITTEE AS OF 30 JULY 2015

10/08/15

Priority 1: Encourage sustainable economic growth

Railway Programme	✅	Rob Dickson
Transport Programme	✅	Andrew Drummond-Hunt

Priority 2: Improve attainment & achievement levels

Children & Young People	✅	Donna Manson

Priority 3: Provide high quality support, care and protection

Adult Services	⚠️	Elaine Torrance

Priority 4: Build the capacity and resilience of our communities

Localities Programme	✅	Jeanette McDiarmid
Digital Connectivity	⚠️	David Cressey

Priority 5: Maintain and improve our high quality environment

Waste Plan	⚠️	Jenni Craig
Energy Efficiency	⚠️	David Robertson

Priority 6: Develop our workforce

Workforce Transformation	⚠️	Rob Dickson

Priority 7: Develop our assets and resources

Property & Assets Programme	⚠️	Andrew Drummond-Hunt

Priority 8: Ensure excellent, adaptable, collaborative and accessible public services

Data/Info Sharing	⚠️	Brian Frater
Alternative Service Delivery Models	⚠️	Philip Barr
Co-production		Jeanette McDiarmid
Integration of Health & Social Care	✅	Susan Manion
Customer First Phase 2	✅	Jenni Craig
Business Process Re-engineering	⚠️	David Robertson
ICT Change Programme	✅	Rob Dickson

Key:

🟥	Critical issues to be reviewed by CMT
🟧	Some issues to be managed by Project Team
🟩	No issues to report

CORPORATE TRANSFORMATION PROGRAMME TRACKER FOR EXECUTIVE COMMITTEE AS OF 30 JULY 2015

Priority 1: Encourage sustainable economic growth

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Rob Dickson/ Sam Smith	Railway Programme	Delivery of actions to maximise the full economic and social benefits of the Borders Railway.	✅	Leadership Group meeting every 4-6 weeks; draft 'Action Plan' and project schedule in place. Project 'Approval Paper' and grant procedures in place by June 2015. Programme Manager appointed, start date 1 April 2015. The Council's financial contribution to current projects approved on 2 April 2015. Key projects underway: Tourism Marketing Programme, Tourism Destination Audit (complete), Tourism Business Development Programme, Tourism Train Market Assessment, Steam Train Experience, Inward Investment Prospectus. Programme progress: Communications Group now established, and Programme Evaluation Framework. Scotrail/ Abellio have formally joined the Leadership Group.	Communications Plan to be approved by Leaders Group by August 2015, linked to transfer and redevelopment of BordersRailway.co.uk. Risk Workshop with Leadership Group by August 2015. Inward Investment Prospectus soft launch/ go live by end July, with launch event in September. Rail/ bus service improvements by September 2015.
Andrew Drummond-Hunt /Andrew Medley	Sustainable Transport	Implement a better, simpler, more accessible and cost effective model of transport service provision, through a multi-agency approach.	✅	Joint Framework contract management arrangements being developed and implemented with partners. First contracts have been tendered through framework. SBC/CPP Transport Services structure being implemented. Total funding secured for "Community Transport Hub". Implementation of the "Hub" commenced. Bus and Borders Railway connectivity - Council agreement gained on proposals to improve connectivity in line with the Railway "Blueprint".	Finalise and fully implement Joint Framework contract management arrangements with partners. Commence monitoring of savings and benefits coming through the framework Fully implement SBC/CPP Transport Services structure. "Community Transport Hub" implemented and operational. Bus and Borders Railway connectivity - Gain "Blueprint" funding approval. Fully implement proposals to improve connectivity for Borders Railway commencement on 6th September. Integrated Transport in Berwickshire - Hold first stakeholder/community events in Berwickshire and Eyemouth High Schools to identify transport solutions that improve transport and access to services in the Berwickshire Area.

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Priority 2: Improve attainment & achievement levels

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Donna Manson/ Lizzie Turner	Children & Young People	Improve the learning experience and opportunities for our children and young people through early intervention and prevention, a sustainable school estate and more integrated and streamlined management and admin.	✅	3 x PMs appointed, top level jobs in Business Support Review graded and staff consulted. Online Payments Training phase 2 complete. Management structure approved and staff consulted. Parental consultation on Early Learning & Childcare (ELCC) underway.	Staff communication to be issued. Managements Structure to be complete. Top level Business Support posts to be appointed and remaining phase 1 structure agreed and JDs agreed. Online Payments phase 2 launched. Facilities Management review first board meeting to be held. Project briefs and detailed timelines for Complex Needs centre and pupil support model to be completed. ELCC Parental consultation reviewed, detailed timeline complete. Capital Projects Officer appointed, detailed timeline to be complete Lead Officer to commence parental consultation and examine educational benefits.

Priority 3: Provide high quality support, care and protection

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Elaine Torrance/ Graeme McMurdo	Adult Services	Deliver service change and financial savings across a range of Adult services, including charging policy and focus on a reablement approach to care.	⚠️	Plans agreed on the detail of how 2015/16 will be achieved.	Work progressing on key projects for 2016/17. This will require linkages with SBCares in some areas.

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Priority 4: Build the capacity and resilience of our communities

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Jeanette McDiarmid/ David Mallin	Localities Programme	Ensure SBC activity within localities is co-ordinated, via 5 locality plans containing clear actions and accountability.	✅	The Lead Officer for Localities has now met with most of the lead officers within SBC, the remaining meetings have taken place in early July. Meetings have also taken place the six Elected Members. Meetings have also taken place with the CPP partners in July. The information and emerging themes gathered from these meetings will be incorporated into the draft locality plan for Cheviot. Draft Locality Plan to be completed by the end of July. Development of stakeholder consultation and engagement plan by end of July.	Stakeholder consultation and engagement will commence in early August to gain a wider perspective of views and priorities from groups within the Cheviot community. The community consultation and engagement process is hoped to be complete by end of September and a second draft Locality Plan produced by the end of October.
David Cressey	Digital Connectivity	Maximise community and town access to digital connectivity/broadband and mobile telephony.	⚠️	Meeting held with key managers and notes distributed for comment. Brief will be drafted and a further meeting arranged. Further meeting have been held with stakeholders. Initial draft of the Transformation Brief has been produced and will be tailored and polished prior to the August deadline.	Brief to be completed for CMT in August.

5: Maintain and improve our high quality environment

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Jenni Craig/ Ross Sharp-Dent	Waste Plan	Create efficiency savings, reduce expenditure and provide additional income through the implementation of a strategy that is financially and environmentally sustainable.	⚠️	Report presented and approved by Council on 25th July outlining approach to developing a new Waste Management Plan. Integral to the approach is the introduction of a Member-Officer Working Group (MOWG).	First meeting of MORG planned for 3 August. Meeting of Project Board to be arranged by end of August.
David Robertson	Energy Efficiency Programme	Implement spend to save energy efficiency schemes across the Council estate.	⚠️	A project team has now been convened to examine options for energy efficiency projects across the Council which will deliver long-term revenue benefits.	A costed project plan will be developed to advance energy efficiency projects.

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Priority 6: Develop our workforce

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Rob Dickson	Workforce Transformation	Enable staff to deliver service improvements, review existing management and admin structures and deliver a reward and benefit strategy.	⚠	Initial Meeting held on 14th May to define scope of programme. Proposed that Workstyle Transformation (see 17 below) is incorporated as a component of this programme. Rewards and Benefits Strategy - Final stages of appointing provider. Extranet solution will also form part of the provider package. Intended to roll out car scheme from mid-July and technology in September 2015. Further meeting held on 25th June to agree draft brief. Draft brief was discussed at CMT Away Day on 22 July.	Programme Brief to be completed.

Priority 7: Develop our assets and resources

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Andrew Drummond-Hunt	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	⚠	Meeting held with Transformation Group on 17 June 2015 and presented to CMT on 24 June 2015 to discuss Property & Asset savings targets. Full plans to meet financial targets need to be discussed and agreed.	Update on the detailed plans to meet the Transformation delivery timescales and savings targets.

Priority 8: Ensure excellent, adaptable, collaborative and accessible public services

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Brian Frater	Data / Information Sharing	Deliver information sharing requirements across partners.	(Amber)	Programme currently being scoped to identify scale of task. Discrete projects being identified and prioritised. PID produced for eGIRFEC project.	Work to incorporate Integrated Joint Board work within eGIRFEC PID to be completed. Scoping and prioritisation of wider programme to be completed.
Philip Barr	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.	(Amber)	Work progressing well with BSLT on benefits, dis-benefits and risks around integrated Culture and Sport Trust feasibility and a progress report was presented to Council in June. SB Cares now operational and delivering relevant Care Services.	Integrated Trust Feasibility report to be completed and presented to BSLT end September and Council early October.
Jeanette McDiarmid	Co-production	Involvement of communities from the outset in the development, design and delivery of service.		Not due to commence until September 2015.	
Susan Manion/ James Lamb	Integration of Health & Social Care	Improved outcomes for service users and carers who will have clear access routes to services and information.	(Green)	Scheme submitted to Scottish Government. First Draft of Strategic Plan published. Second Draft in preparation. Stakeholder engagement sessions underway. Strategic Planning Group established. Second draft of strategic plan to Council and NHS Board on 25 June 2015 and published for consultation on 1 July 2015.	Stakeholder events are being organised for late August, early September 2015. Revised Scheme of Integration to be drafted and submitted over the Summer.
Jenni Craig/ Graeme Dobson	Customer First Ph2	Continued roll out and development of modern customer services across the Council.	(Green)	Programme Brief now much more fully developed with all projects under this Programme currently progressing as planned.	Programme Brief to be completed and agreed by end of August. High Level Project Plans to be in place for all projects under this Programme by end of August.
David Robertson	Business Process Re-engineering	Agreed approach to process improvement applied across a range of service areas	(Amber)	Initial meeting has been held and proposal presented to Finance Management Team (FMT) regarding process modelling project.	Test proof of concept for process modelling approach with two key finance processes. Develop discrete proposal for overarching corporate approach to continual business process improvement.
Rob Dickson	ICT Change Programme	IT underpins the majority of the corporate transformation areas and implementation of the ICT strategy will support the delivery of financial savings.	(Green)	ICT Programme Manager has started. Further work on Staff engagement ongoing. Skills Review of all ICT staff ongoing. Project Plan being developed. Ongoing discussion with Trade Unions. Review of CEC's Output Based Specification documents well underway as first step in business case definition. Work to define the detail around ICT Governance model started.	ICT governance model to be agreed. Programme sub-boards to be initiated. Progress validation of CEC's OBS documents to sign off where appropriate. Receive CEC's preferred supplier responses and commence review and analysis, with the business, of the service offerings' fit to SBC requirements.