# Digital Strategy Update and Overview of Digital Transformation Programme

**Report by the Director of Strategic Commissioning and Partnerships**

## Scottish Borders Council

## 25 August 2022

### 1 PURPOSE AND SUMMARY

1.1 **This report provides an update on the delivery of work supporting elements of Scottish Borders Council's Digital Strategy.**

1.2 It sets out the progress on digital transformation which has been made since the last Council report in May 2021 and describes the planned programme of digital transformation through to Quarter one of the next financial year.

1.3 The Council's digital vision is for the Borders to become a smart rural region. In achieving this vision it aims to be an open, transparent organisation, where staff at all levels are empowered to make decisions. This requires an organisation that is both data driven and risk aware, with a common purpose defined through the clear outcomes and aspirations set out in the Council plan.

1.4 Realising this vision requires the ongoing transformation and continual improvement of services, underpinned by digital technologies. The Council's strategic approach to mobilising and empowering our frontline workforce, capturing relevant, rich and accurate data that supports improved understanding of service delivery and outcomes, along with a wide reaching service redesign and a robust approach to performance management will make significant progress towards achieving that vison.

1.5 The Council's Digital Transformation Programme will continue to move the Council forward in the journey towards achieving these goals, both through leveraging the existing digital capabilities and through the introduction of significant new enterprise level integrations and capabilities.

1.6 This report introduces a proposal to run a nine month Pathfinder project within the Digital Transformation Programme to evaluate the total impact of four highly interdependent work streams across the Social Work service. The evaluation of this Pathfinder will then be used to inform future decisions on the appropriate use of technology to support transformation across all other service areas.

## 2    RECOMMENDATIONS

2.1  **I recommend that Council:-**

(a)  **approves the updated position on the Digital Strategy supporting the Council Plan, and the 4 priority work streams which will deliver improvements in outcomes for Borders citizens in their interactions with the Council as well as efficiencies for staff; and**

(b)  **approves the Benefits Case and Change management plan presented in this report; and**

(c)  **agrees that the findings of the Pathfinder Project will be used to inform the plans and priorities for a further structured programme of service redesign, integration of information systems and digital transformation across all other SBC services; and**

(d)  **agrees that the Pathfinder forecast position will be reported to the Executive Committee as a core part of SBC's regular financial monitoring and reporting.**

## 3    BACKGROUND

3.1    Scottish Borders Council's Digital Strategy was approved by elected members on the 25th February 2021. It sets out a vison for the Council to become the UK's first smart connected rural region, supporting better outcomes for everyone who lives and works in the Borders. It identified several key priorities for investment and activity, including:

- Citizen wellbeing and enablement
- Education Outcomes
- Mobilising, empowering and enabling the workforce
- Streamlined and effective processes, systems and information

3.2    A subsequent report proposing the introduction of hand held mobile technology to enable the digital transformation of the Council's in House Care Services was approved by Council on the 13 May 2021. This project has been successfully implemented with approximately 400 care staff across the region now using the Enterprise Mobility technology on a daily basis to deliver scheduled care services. The transformation work has removed manual timesheets and paper mileage claims along with the administrative overhead associated with these and has delivered enhanced visibility of frontline workflow in near real time. It has also deployed the Lone Worker SafeHub application allowing staff to raise an alarm with a 24/7 receiving centre when travelling, or if they find themselves in an emergency situation and need help. The transformation has been largely welcomed by front line staff and managers and the learning from this technology change project will now be used to inform future phases of the Council's digital transformation journey.

3.3    The Council Plan, agreed in March 2022, sets out the council priorities for the next year. It was identified as part of the 'Working Together, Improving Lives' theme that we need to demonstrate clear benefits from the Digital Strategy, focussing on best customer experience, including: improved customer access to joined up services and information, simplified processes, and mobile solutions for frontline services. Therefore, four priority and heavily interlinked transformation initiatives have been identified as:

- Enterprise Mobility
- Process Re-Design and Simplification
- Council Information Hub
- Data Culture and Maturity

3.4    The Pathfinder project described in the remainder of this report will demonstrate how these clear benefits can be achieved, initially through the transformation of Council Social Work services across the region.

# 4    THE PATHFINDER AIMS AND STRUCTURE

4.1    With the commitments set out in the Council Plan and our need to ensure we are focussing on the right things that will deliver high value benefits, a prioritised pathfinder project has been identified, which will focus on the Social Work case management system "Mosaic" and the associated processes for the delivery of service user outcomes. This pathfinder will run over nine months and will deliver service transformation in Social Work. This work will be delivered through four key and highly interdependent work streams and the net results will inform and define the approach to transformation more widely across all other services.

a. **Enterprise Mobility:** The Pathfinder will provide mobile technology to enable front line social work staff to capture data directly into Mosaic when they meet with clients.  This will reduce the need for note taking, dictation, and data transcription. It will also ensure clients records are updated in real-time, improving our clients' experiences as service users. The solution will ensure that client case chronologies are accurate and complete, and importantly will speed up the progress on each individual's case. Empowering and mobilising front line staff with accurate information on referrals and case histories along with the ability to collaboratively assess and record needs and plan care with the client and their carer network helps to provide a more efficient service. Data collection and recording accuracy improves and the right care package to address current needs and keep the client safe can be delivered sooner. This will release capacity in the service through increased efficiency. At the same time lone worker technology will be rolled out to enhance staff safety whilst on client visits.

b. **Business Process Re-design and Simplification:** Business processes within Social Work have largely grown organically over time to address point in time needs and legislative changes. The Pathfinder project, through the delivery of this workstream, will further empower front-line staff giving them the skills and support to re-define, and then continually improve the business processes that they work with on a daily basis. We seek to embed continuous improvement at the heart of the service culture, with staff able to propose and effect change to process with the ongoing focus for all staff being to improve the outcomes we support for our service users. Staff will be trained and supported to reduce manual steps and remove process elements that do not directly make a value contribution to achieving outcomes for service users. By increasing the face to face time spent with clients and reducing the time 'wasted' in transcribing notes, repetitive data entry and searching Mosaic for information, we will be better able to accurately estimate the resources required to run both the current and future operating models for the Social Work service. This work stream will establish a template for the delivery of a transformational culture change to focus on outcome driven processes, taking a risk based approach, and will ultimately build a repeatable package of work that can be re-used to review and transform service delivery and ultimately outcomes for service users and staff across all Council services.

c. **Council Information Hub:** The Pathfinder will also develop an information and performance Hub providing managers and staff at all levels of the service a set of dashboards detailing the information and business intelligence on their services that they need to take effective, data driven decisions. These dashboards will focus effort on customer/client outcomes and enable managers to manage their services more efficiently. They will deliver insights using relevant data to be supplied through the integration of existing data sets which will reduce the Council's reporting overhead and costs while enhancing the Council's ability to interrogate the underlying data for better intelligence and insight. Specifically, the Pathfinder will link the Social Work Electronic Case Management system (Mosaic) with the Enterprise Mobility system (TotalMobile), and with the Council's core ERP solution (Business World). This integration will allow the service to surface and combine rich data across all three systems through the use of a data 'lake' and as a result, will enable managers to make better informed decisions, identifying and crucially, addressing issues with capacity and flow earlier. This work is intended to be a long term investment for the Council and will pave the way for a greater focus on performance improvement and quality, addressing key areas for improvement identified in the Councils 2019 Best Value Audit.

d. **Data Culture and Maturity:** In any transformation supported by digital technologies, a culture of maintaining accurate, well managed data is imperative to achieving the desired outcomes. The Pathfinder will further develop the Council's culture of data management and ownership to ensure that the need for and value of accurate and appropriate data is embedded at all levels in the service. This work stream will also review and address all potential data quality issues to assure the quality of all data held in the data lake. This assurance is a critical element in ensuring that Information Hub dashboards are built on accurate, repeatable data inputs, and thus deliver valuable and relevant outputs.

4.2 These four work streams have been informed and supported by work already undertaken or currently underway in support of the delivery of the Council's digital strategy including:

a. the successful implementation of TotalMobile in SBCares with over 400 front line care staff now delivering care services using hand held technology based upon the Enterprise Mobility solution and;

b. the recent 'Strategy to Action' work undertaken in partnership with CGI, which sought to identify ways in which SBC's investment in digital transformation can help to deliver the savings set out in the Council's 5 year revenue budget.

c. Data quality and maturity work has been undertaken to date as part of ongoing service improvement initiatives. The data footprint of the Council is vast and work previously undertaken to better understand the data landscape will form the foundation baseline for the data maturity workstream.

4.3     The pathfinder in Social Work has been designed to demonstrate the value of a mobilised, dynamic workforce, collecting and processing high quality data while removing duplicated and 'low value' effort. This will improve service performance, release additional capacity, and ensure an overarching focus on supporting citizens of the Borders to achieve their best possible outcomes.

4.4     Overall, the Pathfinder is expected to demonstrate that an effective root and branch transformation of service delivery through the four identified work streams can effect significant, meaningful and deeply embedded change in culture, efficiency, and outcomes. In summary, the programme is forecasting the following benefits to be realised through the Pathfinder:

Service Improvement:
a.  A more engaging and collaborative experience for service users producing more meaningful needs assessment and care, support, protection and risk management plans  in a shorter period of elapsed time
b.  Increased face to face time with service users (whether in person or remotely)
c.  More timely case reviews, more efficient assessment and overall faster progress through the process to a quicker and potentially more appropriate provision of care
d.  A measurable improvement in service user outcomes and satisfaction
e.  An overall staff efficiency increase through the implementation of improved and streamlined processes enabled in large part by digital technologies

Efficiency / Capacity:
f.  Reduced reporting costs across the service – through the automation of costly and time intensive reports
g.  A targeted operational saving through managers having higher quality insights on which to make better informed operational decisions
h.  A reduction in the number of visits required – where possible, safe and appropriate, assessment and care planning should ideally aim to be completed in one visit. The programme recognises that this will vary widely client to client and across the range of services delivered by Social Work due to the legislative frameworks and individual circumstances that need to be considered in effecting change across a diverse group of services. The programme aims to deliver optimally efficient processes for the benefit of the service user and as such, Social Work will never be a 'one size fits all' service.
i.  A reduction in overall travel time and associated travel costs
j.  A reduction in printed output and therefore overall stationery and click costs

4.5     The Digital Transformation Pathfinder Programme is aimed at understanding and measuring the impact of holistic digital transformation across the social work service, to inform future transformation opportunities and priorities, improving service user outcomes and satisfaction, and deliver efficiencies to increase service capacity. This capacity increase could, for example, be partly used to invest further resource in preventative and early intervention approaches, which could be identified and measured through the use of the new Council

Information Hub, thus potentially avoiding high cost emergency interventions.

4.6 The pathfinder may demonstrate that there is potential to make permanent cashable savings, through increasing capacity, while improving outcomes for service users. If the Council's Senior Leadership Team should decide to make savings against elements of delivered benefit, this would be managed through the removal of hard to recruit vacant posts currently within the service budget. This pathfinder will not result in individuals being impacted in terms of job security or redundancy.

## 5 THE ENTERPRISE MOBILITY WORKSTREAM

5.1 Enterprise mobility is focussed on providing all our frontline workers with the right digital technology that will support them to undertake their roles more efficiently and also, connect them to the rest of the organisation. Many frontline workers do not yet have regular access to appropriate technology and therefore, are disconnected from the Council's core systems, their peers and their management.

5.2 Phase one of the Enterprise Mobility project has been completed, with the successful delivery of the TotalMobile system across the Council's Care at Home service.

5.3 Care visits delivered by SBCares are now scheduled on dynamically optimised routes and automatically allocated to the frontline care workers via their iPhones based on location, skills and continuity of care.

5.4 Visit details and care needs can be dynamically updated and allocated to staff in near real time allowing for flexibility in scheduling and helping to ensure that the service users receive the right care at the right time.

5.5 Carers receive their scheduled visits, with detailed information available to them to ensure that the highest quality of care can be provided to meet individual needs. Updates by the carers are made in real time at the start and end of the care visits and these allow schedulers and Home Care managers to proactively monitor care delivery.

5.6 Carers are now also connected to a 24 hour emergency monitoring service and can trigger an alarm from their phone, to get help if they find themselves in a threatening or emergency situation. Further phases of the project will expand on this worker safety functionality and look to provide automated scenarios where an alarm would trigger if a worker, for example, was late completing a job and had not responded to safety alerts over a predefined period of time.

5.7 Where previously, payroll and mileage claims were paper based manual processes, TotalMobile allows carers to track their hours and mileage in real time and the reports from the system, once reviewed by managers, are uploaded directly to Business World for payroll processing. This has reduced the overall staff overhead and results in more accurate, faster and less labour intensive processing of hours and mileage claims.

5.8 Phase two of the Enterprise Mobility project will be delivered through this Pathfinder and will focus on enabling the opportunities for efficiency that empowerment of the frontline workforce through timely access to information while being truly mobile brings, and the benefits of real time updates being applied to work in progress to reduce or remove administrative overhead to the direct benefit of the service users and staff across Social Work.

5.9 It will also introduce the Council's Lone Worker App for Social Work staff to enable them to trigger an alarm from their phone if they feel they are in danger and need help. This will be passed to an Alarm Receiving Centre who are able to be in contact with the worker, alert management, or summon emergency services to the worker's location as may be deemed appropriate.

5.10 The Enterprise Mobility solution is one of the key components in the gathering of information from frontline staff that can then be surfaced through the Council Information Hub and will support service improvement and increased efficiency to build additional capacity across the Social Work services.

5.11 Beyond the delivery of this pathfinder, the work stream would expect to deliver improved outcomes and operational savings in such diverse service areas as Cleaning, Licensing, Enforcement, Environmental and Public Health, and across all of the Council's wide ranging maintenance services.

## 6    COUNCIL INFORMATION HUB AND DATA WORK STREAMS

6.1 While these work streams can be delivered independently of each other, each critically depends on the other in order to release the value of the work. The Council Information Hub seeks to bring together data from across the organisation in to a central data 'lake', enabling us to connect our data and begin to have a more holistic view of service delivery. Being able to access our information in this way will support us to make better, evidence based and data driven decisions relating to services and in turn, will ensure that we are delivering the best possible outcomes for our citizens. In parallel, the data work stream will ensure that the data required to populate the dashboards is accurate, 'clean' and validated as being of sufficient quality for inclusion in the 'lake'.

6.2 SBC are working in partnership with CGI and a supplier called Itelligent-I to develop the InfoHub and the data work streams. The long-term deliverables being sought are:

- An effective data management model, including additional data quality controls
- Clear data ownership practice guidance
- A secure 'data lake' environment allowing for information from all core SBC systems to be connected
- Management Information & Performance dashboards for individual users
- Extensive data reporting functionality
- Reporting and analysis capabilities for managers and staff

- An organisational culture of valuing data and data informed decision making

6.3 Itelligent-I are specialists in modelling Local Authority data and have a proven and well referenced platform on which to build the Council's reporting and analytics dashboards. Case studies[1] and demonstrations have been used to better understand how implementation of their suite of rich Social Work dashboards will impact positively on the Council's ability to improve outcomes for our citizens and understand our service delivery in detail day to day - more quickly and more accurately than has previously been possible. As an example, Bristol City Council have been on a journey with Itelligent-I which is not dissimilar to what we plan for SBC's Council Information Hub. BCC's Children's Services Director's comment on their progress is quoted below:

> *"we're able to get information quickly and share with others in the network quickly"…"now we've got the potential to grow and go further in our use of data, so that together we're able to deliver on our vision for the City.."* — Ann James, Children's Services Director, Bristol City Council "

6.4 A number of the foundational building blocks for our transformation are already in place, including the Jadu platform for Digital Customer Access, the BusinessWorld ERP system, TotalMobile (in Social Care), Mosaic in Social Work and the Office 365 suite. SBC now needs to build on these foundations to create an end to end information management solution that captures high value data, makes it accessible to those who need to use it & enables better informed decision making.

6.5 SBC worked closely with the CGI Consultancy Team to engage a range of stakeholders across the organisation to establish our requirements in terms of gathering data to answer key strategic data-related questions. This exercise has engaged 130 key individuals across the organisation that are responsible for maintaining, extracting and reporting data from the current suite of business applications. In addition, members of the Strategic Leadership Team have engaged in this process to ensure the strategic reporting needs of the organisation have been captured.

6.6 As the strategic aim is to identify an enterprise-wide solution that will deliver data led outcomes across all business areas, the pathfinder will establish operational social work services that rely heavily on data the Council holds and collects to improve workflow and outcomes. The data that underpins service delivery and decision making will be governed through the creation of an enterprise information architecture, and associated data governance framework that will build on and further embed a best practice data culture across the Council.

6.7 The information hub will provide a central data lake that will hold data from multiple systems utilised across the organisation. It will enable SBC to have greater insights in to the data it holds on individuals (customers / employees / area demography) in order to improve decision making

---

[1] https://www.itelligent-i.com/case-studies/

when it comes to service delivery. The Pathfinder will seek to improve the performance of our Social Work service by improving our data collection and using the intelligence that will be delivered through the Information Hub to make better informed, timely, evidence led decisions at all levels with the aim of delivering better outcomes for our service users and staff.

6.8     The Pathfinder will define and initiate a long term data migration approach, with the data in the Information Hub being refreshed and expanded on a daily basis in order to provide both up to date information and ever improving trend analysis around the Council's social work service, and the data to monitor the efficiencies being released by the project as well as the outcomes being achieved by our service users over time.

6.9     Where appropriate, officers will engage with other local authorities who are currently using enterprise level information systems to drive service delivery as well as with the Scottish Digital Office to leverage and share knowledge and learning. Itelligent-I have significant experience with other clients, which SBC will benefit from. However, this is believed to be a varied landscape as there are a range of approaches and scales of usage.

6.10    The Pathfinder will monitor progress against the forecast costs and efficiencies to help inform and develop the business case for the enterprise wide adoption of the Council Information Hub solution in future phases. A detailed value analysis will be used to produce a set of recommendations setting out the best approaches for the full enterprise-wide data model and prioritisation for future phases.

## 7    THE PROCESS RE-DESIGN AND SIMPLIFICATION WORK STREAM

7.1     The Process Re-Design and Simplification work stream will train and support frontline staff and managers at all levels of the organisation (initially within Social Work under the Pathfinder) to look critically at what we do and how we deliver services to citizens of the Borders, simplify and or automate every step of the process and remove steps where the value is not directly to the benefit of our citizens. Process simplification will, by definition, reduce the complexity of processes, and thus, reduce the time required to complete them. By investing in modernising and optimising our processes now, with a solid focus on improved citizen experience and outcomes, the organisation will create efficiencies to free up vital resource capacity to help meet future demand.

7.2     This Pathfinder will seek to significantly expand the work already undertaken and ongoing to improve processes across SBC, through the implementation of a standardised and repeatable best practise methodology, with further investment to build and embed core process skills across the leadership team, transformation team and social work staff at all levels. This will allow staff who deliver the services to define the processes that best meet the needs of their service users, while being supported with knowledge and expertise from the transformation programme throughout. This approach further reinforces and embeds the delivery of the optimal outcomes achievable for our citizens at the core of the Council's service delivery models.

7.3     Digital investment will form a major part of this work but will not, in itself, achieve the successful transformation required. The following factors will be considered throughout the delivery phase of the Pathfinder:

- **Intelligence from customer feedback and staff ideas** - SBC already utilise the learning points from customer complaints and comments to improve services. Furthermore, the contributions of staff ideas and improvements are celebrated through the staff recognition scheme. However, digital investment has made it possible for more robust capture, analysis and implementation of process improvements identified from these valuable sources.
- **Maximising the benefits from available systems** – Enabled by the Council's investment in systems including BusinessWorld, Digital Customer Access, Office 365 and Inspire Learning, SBC has already made significant improvements to a range of customer-focussed and internal processes over the past few years. This effort needs to continue, and in many cases be accelerated to maximise the benefit realisation from the digital capabilities already available, and those still to be introduced.
- **Removal of manual effort –** Process improvements will seek to establish the most effective ways of doing things, and establish whether steps are even necessary. Only then will the appropriate digital solutions be identified and implemented.
- **Digital first –** SBC will seek to implement paperless processes where possible/suitable. This will not be to the detriment of customers who require alternative options but will seek to avoid cumbersome traditional processes, which benefit no-one.
- **Looking at lessons from elsewhere –** There are very few processes or challenges that have not been encountered elsewhere. SBC will increase the interactions and learnings possible with other organisations to compare good practice and benefit from experiences elsewhere.
- **Findings from audits and inspections** – Various observations and recommendations are made by both internal and external scrutiny bodies. It is vital that these opportunities to improve are captured and translated into process improvements that directly benefit SBC customers, improve our service quality at every step and build an efficient, outcome focused organisation.
- **Covid response opportunities and lessons** – It is worth noting that SBC were better equipped than most local authorities and other public sector organisations to avoid disruption at the outset of the pandemic due to investment already made in the digital estate. Office-based staff were able to work remotely almost immediately; Covid response co-ordination efforts were able to be effectively undertaken via digital means; and customers, particularly vulnerable customers, were able to access critical support throughout the pandemic largely due to SBC's digitally-enabled working practices. Furthermore, SBC's requirement to significantly change delivery models quickly, whilst still maintaining effective service delivery, highlighted the opportunity to challenge existing processes to effect improvements & efficiencies. The momentum and willingness to adapt service delivery, and to challenge the 'norms' in order to address the immediate challenges of the pandemic, nationally as well as locally, provides a fertile environment for further, wide reaching transformation and the can-do attitude shown by all staff, Officers, Members and the public in responding on an unprecedented scale will continue to support the recovery efforts and build a truly transformed organisation,

empowered, lean, outcome focused, and ready to meet and adapt to the multi-faceted challenges facing the Council over coming years.

7.4     The Process Re-design and Simplification work stream while focused on Social Work for the Pathfinder will also seek to encourage ideas and participation from all staff and managers across SBC, in order to inform the prioritisation and case for change for future phases of the Digital Transformation Programme.

7.5     SBC will seek to use a combination of internal resources and external expertise where appropriate to deliver and embed these changes. The many process improvement projects already under way will be considered for inclusion within this wider programme to ensure they are strategically aligned, compatible and working towards the same Council Plan goals.

## 8     THE BENEFITS CASE

8.1     SBC has taken numerous steps over many years to support the delivery of essential services within difficult financial circumstances. The aspiration is that services will improve and be reflective of the needs and priorities of citizens and communities across the area. However, in the context of increasing demands and anticipated further financial challenges, the case for change is predicated on the reality that significant modernisation of services and approaches is essential. Sound digital investment, based on excellent practice and learning from elsewhere, is a critical building block of ongoing successful Council service delivery.

8.2     Accordingly, the Council seeks to establish itself as a leader in the field of data-driven tactical and strategic-thinking. This ambition will drive forward a programme of work that revolves around the SBC's business processes, its data, its workers and its citizens. In order to protect and improve essential services, it will seek to lower operating costs through improved data and management information used to form critical strategic and operational decisions.

8.3     The DAMA framework is the model adopted as best practice in data governance by the UK Government. The DAMA Body of Knowledge states that, "… *poor quality data is simply costly to any organization. Estimates differ, but experts think organizations spend between 10-30% of revenue handling data quality issues. IBM estimated the cost of poor quality data in the US in 2016 was $3.1 Trillion. Many of the costs of poor quality data are hidden, indirect, and therefore hard to measure.*"[2]

8.4     For the Council, there are significant improvements that need to take place in data systems and processes simply due to changing demands and the evolution of services. These improvements are essential in order to maintain effective services but aforementioned studies suggest that the financial benefits of improving the Council's overall data governance and reporting landscape may assist SBC to maintain and improve frontline services in future. SBC has undertaken an intensive modelling

---

[2] IBM estimate referenced to: Harvard Business Review - Bad Data Costs the U.S. $3 Trillion Per Year (hbr.org)

exercise based on the systems, processes and practice currently used across Social Work to inform the benefits case.

8.5    The case for change is based on the fact that SBC simply cannot stand still and meet all of its ambition, statutory commitments and wider expectations. SBC has identified scope for significant improvements in: the mobility and connectedness of frontline staff; the data and information used across the organisation; the processes involved in delivering critical services; all of which come together to release efficiencies in the service delivery model and build capacity to allow the service to improve outcomes for those citizens they support.

8.6    The decision to run the pathfinder across Social Work services, not only allows the approach to be fully tested prior to roll out across other areas, it also allows immediate action in an area with significant capacity, demand and funding challenges now and into the future. In addition to the capacity and financial benefits set out in this report, it is anticipated that this programme will deliver the following:

Clients and staff

- Allow Social Workers more high value time in front of their clients, leading to better client outcomes and better employee work satisfaction
- Empower Social Workers with the secure mobile access they need to access the information they need, when they need it giving them the ability to better meet the needs of their service users in less elapsed time
- Provide the ability to update records, complete assessments and care plans and capture sign off without the need to transcribe notes removing, where possible and appropriate, significant duplication of effort
- Provide further assurance for clients and carers that accurate data and effective processes are in place to ensure optimal outcomes, with the individual needs of the client firmly at the centre of all considerations
- Elimination of unnecessary travel and all the benefits this brings in terms of safety, time and impact on the carbon footprint of the service
- Safer working practices in terms of lone workers - equipping employees with effective communications tooling and a 24/7 alarm response service reduces measurable and predictable risks
- Geographic and demographic analysis will enable the service to monitor and assure that there is equity of access to services for citizens across the region

Managers

- Enable managers to self-serve their own reporting saving time for them and the reporting teams dealing with ad-hoc requests for data
- Eliminate different software formats for reporting leading to greater control, consistency and reliability

- Visual dashboards are easier for managers at all levels to understand, and the drillable nature of the data presented allows for better understanding of challenges and opportunities
- Ability to recognise trends earlier in order to be able to be more proactive in decision making
- Trend analysis will enable more accurate predication of future service demand
- Better able to understand the communities we support

The Service and the wider Council

- Reduced overall report production effort and cost releasing capacity for higher value analysis and intelligence gathering from the data
- Poor quality data will be more visible and can therefore be more easily addressed
- One source of data for all reporting eliminates duplicate reporting based on differing metrics and showing different data
- Provision of up to date data – the data lake will be refreshed daily from source systems
- Greater ability to spot patterns and anomalies in the data
- Greater ability to use predictive analytics to inform future planning and strategic and operational decision making

8.7 The Pathfinder will deliver the systems and define the change management processes that may then, subject to further analysis and prioritisation, allow replication of many of these benefits across other Council services, through additional phases of delivery.

## 9 THE CHANGE MANAGEMENT PLAN

9.1 Effective management of change and the successful embedding of a refreshed data and process culture is key to the overall success of this Pathfinder. A change management plan aims to identify the high level activities that will be required to support citizens and staff with the changes that will be introduced.

9.2 The Pathfinder will adopt the change enablement "Diamond" approach to identify the change interventions needed to support successful implementation. Full realisation of benefits can only be achieved if successful adoption of new systems and new processes is completed by those involved in their use.

This change management approach was used successfully in phase 1 of the Enterprise Mobility delivery to Social Care and will provide a coherent framework for the Pathfinder within which to define change outcomes through aligning the Service and Pathfinder processes in four key areas:

- Vision
- Communication
- Participation
- Readiness

9.3     Vision – The Pathfinder vision is to support social work service users and staff, keeping them safe and empowering them to achieve their best outcomes possible through maximising the service's use of data, the true mobilisation of frontline staff and by embedding more efficient processes.

9.4     Communication – The Council communications team will own the communications plan for the Pathfinder, as part of the delivery team. This will ensure that the messaging around the programme is consistent and aligned with the intended outcomes. This plan will address the needs of all stakeholder groups to be informed at all stages of the change delivery; to understand what the Pathfinder is delivering, why the changes are being made, how the changes affect them, and where they can access support to help them if needed. Communications are likely to include:

- Service User communications
- Staff Briefings
- Frequently Asked Questions (FAQ's)
- 'How to' Videos
- Yammer updates
- Council Internet and Intranet
- Quick reference quides
- Press statements

9.5     Participation – Service users are at the heart of service redesign. Where possible and appropriate, the Pathfinder will gather the views of service users to inform the core principles of the transformation. The Pathfinder will provide frontline social work staff the opportunity to shape the service they deliver. We will help them to build the skills required to participate in continuous service improvement, empower them to affect change and will rely on their knowledge and expertise to maximise efficiency, assure regulatory compliance and ultimately deliver the service changes that will support both staff and service users. These frontline staff will champion the Pathfinder work with their service users and colleagues. Management at all levels of the service will be critical in helping the programme to embed data governance and continuous improvement cultures across their organisation, and in ensuring that the new service delivery models are fully adopted across their teams.

9.6 Readiness – Key to ensuring all staff are ready for the changes will be the delivery of the Training Plan – The Pathfinder will introduce new ways of working, new processes and new tools. To ensure that these deliver the intended benefits for our citizens and staff, a comprehensive training needs analysis will be undertaken and a full training plan implemented to address the identified training needs of the programme's stakeholder groups.

9.7 The efficacy of the change management activities will be measurable in the following ways:
- Improvement in data quality for those data sets that are included in scope for the Council Information Hub workstream
- Impact on efficiency from the process improvement workstream
- Accelerated and impactful increase in organisational data maturity
- Increased face to face time between service users and social work professionals
- Increased satisfaction of service users
- Successful delivery of the wider benefits case

## 10 IMPLICATIONS

### 10.1 Financial Implications

10.1.1 As well as focusing on improving citizen's interactions with the Council's social work services, reducing the time between referral and care delivery and helping managers to make the best, data driven operational and strategic decisions, the Digital Transformation Programme Pathfinder will deliver significant efficiencies. The Programme is funded through the investment budget of £34m already agreed as part of the CGI extension in September 2020. As such there will be no additional capital costs to the Council beyond the investment already approved and budgeted for. It is intended that the revenue costs associated with the ongoing support for the systems being implemented through the Pathfinder will be met from within the efficiencies that will be released through the programme.

10.1.2 Costs and nominal values of the expected efficiency benefits are as shown in the table below.

| Digital Transformation Pathfinder Summary | Yr1 22/23 | Yr2 23/24 | Yr3 24/25 | Yr4 25/26 | Yr5 26/27 | Total |
|---|---|---|---|---|---|---|
| Capital (Already budgeted under CGI extension) | -£4,714,042.34 | -£429,488.00 | £0.00 | £0.00 | £0.00 | -£5,143,530.34 |
| | | | | | | |
| **Revenue** | | | | | | |
| Already Budgeted under the CGI extension | -£173,476.76 | -£189,281.92 | -£189,281.92 | -£189,281.92 | -£189,281.92 | -£930,604.42 |
| Additional Revenue Costs Resulting from Delivery | -£331,234.58 | -£599,812.64 | -£658,746.68 | -£723,474.43 | -£794,565.76 | -£3,107,834.09 |
| Total Revenue cost | -£504,711.34 | -£789,094.55 | -£848,028.59 | -£912,756.35 | -£983,847.68 | -£4,038,438.51 |
| | | | | | | |
| Total Cost of Pathfinder Transformation | -£5,218,753.68 | -£1,218,582.55 | -£848,028.59 | -£912,756.35 | -£983,847.68 | -£9,181,968.85 |
| | | | | | | |
| Total Value* of efficiency gained | £365,434.77 | £2,906,801.58 | £3,385,669.08 | £3,892,794.08 | £4,201,069.08 | £14,751,768.58 |
| | | | | | | |
| Net ROI | -£4,853,318.91 | £1,688,219.02 | £2,537,640.48 | £2,980,037.73 | £3,217,221.40 | £5,569,799.73 |
| | | | | | | |
| Cumulative ROI | -£4,853,318.91 | -£3,165,099.88 | -£627,459.40 | £2,352,578.33 | £5,569,799.73 | |

**\* Value in this table is a monetary representation of efficiency released into the service and is extrapolated for the purpose of the financial analysis of the Business Case. It does not represent a target 'saving' or 'cost'.**

NB: The revenue cost of capital is already captured in the published revenue budget.  It is included here to inform the fully costed picture that underpins the business case
NB. Opportunity cost of the use of Council staff in the delivery of this project are not included in the project costs
Revenue costs have been corrected for inflation at 9% p/a

## 10.2 **Risk and Mitigations**

The Council is facing significant demands upon its services and there is a pressing need to improve the effectiveness and coordination of front line public services in the Borders.  The provision of hand held technology linked to joined-up back office systems will deliver significant cashable savings and should lever significant non cashable productivity improvements. Furthermore, the effective use of accurate data to inform decisions will mitigate a number of risks across SBC, not least many relating to client wellbeing and customer outcomes. The table below includes the key delivery risks that have been identified and these will be managed through the lifecycle of the Pathfinder through the Council's risk management processes.

| Risk Description | Impact | Mitigation Strategy |
|---|---|---|
| The benefits from Council Information Hub are reliant on the availability and quality of the data that will feed into the dashboards. There is a risk that some of the data required to populate the full suite of dashboards may not be available or may not be of sufficient quality | The full benefit forecast from the Council Information Hub may not be realised | Any underlying data quality issues will be identified and resolved through the data workstream. The implementation of TotalMobile for front line workers will allow additional data controls to be implemented to assure data, and the work on data culture will further ensure that staff understand the criticality of gathering and recording accurate data. |

| | | |
|---|---|---|
| The programme scope is complex and a large number of dependencies are known to exist between the workstreams. There is a risk that any delays in the delivery of one workstream will delay the whole programme | The programme would fail to deliver the benefits forecast within the timeline and thus delay or limit overall benefit realisation | Dependencies between the workstreams will be identified and managed through the programme. Careful planning and monitoring will ensure that dependencies are identified, monitored and managed within the programme |
| The Pathfinder will require investment of time from front-line social work staff and managers to design and embed the new ways of working. There is a risk that this commitment will not be able to be made due to pressure on the service over the winter | The Pathfinder would fail to deliver against the full benefits case in the timeline planned. | The prioritisation of process engineering will focus initially on those processes where the maximum efficiency gains can be released. This will help to build additional capacity early which can be partly allocated to the delivery of the remainder of the programme. |

10.3 **Integrated Impact Assessment**

An integrated impact assessment (IIA) template has been completed for the Digital Strategy which covers this proposal (published in 21-22). This is a project underpinned by enhanced digital technology designed to improve the efficiency and effectiveness of the Council's internal deployment of staff. In itself, the project will have positive impacts on staff and clients who may have equalities characteristics and appropriate adjustments to technology and / or process will be made where required to ensure the inclusion of all staff and service users. The IIA will be revisited through the lifecycle of this project and updated if required.

10.4 **Sustainable Development Goals**

10.4.1 The objectives of this project and the wider Enterprise Mobility Programme are directly linked with the strategic aims of Scottish Borders Low Carbon Economic Strategy 2023. The project business case also responds to the climate emergency declared by the Council in 2020.

10.4.2 More efficient digital staff and work scheduling, re-scheduling and dispatching as well as the new mobile application will enable optimising care workers travel time, reducing unnecessary trips to the office thus reducing associated fuel usage and vehicle repair. It is also expected that the project will lead to an overall reduction in printing required which the pathfinder will measure.

10.4.3 This change contributes to Council's obligation to act sustainably, reduce environmental impact and decrease carbon emissions as required by

Climate Change (Emissions Reduction Targets)(Scotland) Act 2019 to achieve the "net-zero" target of all greenhouse gases by 2045.

10.4.4 The project will contribute positively to UN sustainability goals 3, 8 and 13 by investing in digital technology that will assist people to live in their own homes for longer; promoting wellbeing; enhancing staff safety at work through the provision of hand held communication devices and alarm monitoring; and reducing the impact on the environment through a reduction in car mileage travelled and more efficient scheduling and completion of assessment and planning visits and a significant reduction in paper usage.

## 10.5 Climate Change

The project will make a positive contribution to the reduction of greenhouse gas emissions through reducing the number of journeys required to be undertaken by staff in the delivery of services and reducing the amount of printed material produced by social work services.

## 10.6 Rural Proofing

There are no changes envisaged to the Council's policy on rural proofing. However, the challenges faced by both staff and residents across the Scottish Borders due to rurality, will be reduced through greater choice and improved real time communications/information sharing that is facilitated by the digital solutions pursued within this report.

## 10.7 Data Protection Impact Assessment

The project will be fully compliant with the requirements of the Data Protection Act. It is anticipated that SBC's Data Protection commitments will be fully considered and further enhanced through the immediate and longer-term activity set out in this report. The digitisation of records, removal and destruction of unnecessary data, the streamlining of processes and the accurate recording/storage/use of data will be embedded in all process re-engineering and will continue to build on the Information Management foundations to ensure ongoing data protection benefits.

## 10.8 Changes to Scheme of Administration or Scheme of Delegation

There are no changes to be made to either the scheme of administration or the scheme of delegation as a result of this report.

## 11 CONSULTATION

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

**Approved by**

**Jen Holland**                            **Signature ……………………………………….**
**Director of Strategic Commissioning and Partnerships**

**Author(s)**

| Name | Designation and Contact Number |
|------|-------------------------------|
| Jason McDonald | Senior Manager - Business Strategy & Resources |

**Background Papers:** Scottish Borders Council Digital Strategy
**Previous Minute Reference:** Minute Scottish Borders Council 25 February 2021.

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

Contact us at: Business Strategy and Resources Team, Council Headquarters, Newtown St Boswells, Melrose, TD6 OSA Tel: 01835 824000 email: t&cteam@scotborders.gov.uk