



SCOTTISH BORDERS COUNCIL

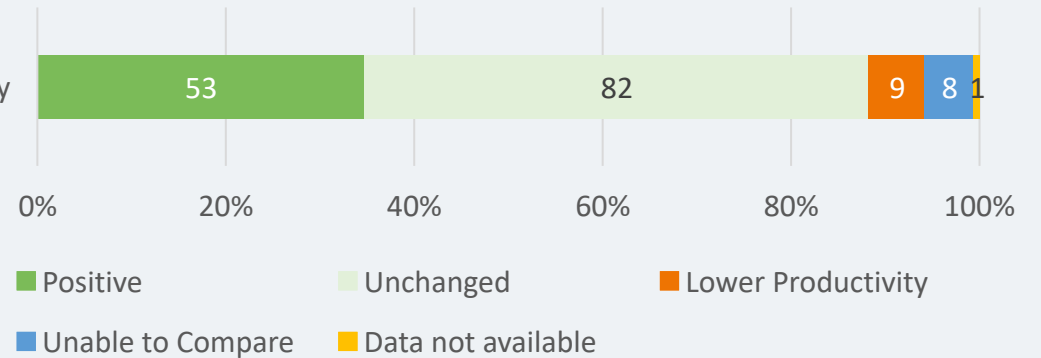
The Impact of Agile Working on Service Delivery

Summary



SBC's current productivity compared to the productivity before the COVID-19 pandemic is 88% positive or unchanged. Of the 153 outputs reported, 53 of them are showing a positive change. There were 82 outputs where productivity remained unchanged and only 9 outputs had a lower rate of productivity. The 9 areas requiring ongoing focus for improvement are not attributed to agile working but other factors. There were 8 outputs where pre and post COVID figures could not be compared and 1 where no data was available.

Productivity Summary



● Positive	There has been a notable improvement, or the data indicates a particularly positive position
No Change	There has been no significant change
● Lower Productivity Rate	There has been a reduction in performance, or the data suggests a position that we will be focusing on for improvement
Unable to Compare	The data recorded for the 2 financial years has changed parameters or is only available for one year
No Data	No data available for comparison

FINANCE



Key Output	2019/20 Productivity	2022/23 Productivity	Productivity Change
Number of Invoices processed	82,857	93,807	●
%age of invoices paid within 30 days	90%	94%	●
% of payments made electronically	98%	100%	●
Number of non invoice payments	24,584	57,973	●
Supplier records created	1,507	1,499	No Change
Quarterly Revenue Monitoring	4	4	No Change
Quarterly Capital Monitoring	4	4	No Change
Quarterly Balances	4	4	No Change
Annual accounts process	1	1	No Change
Common Good Fund reporting	4	4	No Change
Pension Fund Committee	4	4	No Change
Various annual report (eg Procurement annual report, Procurement Strategy, debt write off report)	1	1	No Change
Financial Plan	1	1	No Change
LFR - Capital Return	1	1	No Change

Key Output	2019/20 Productivity	2022/23 Productivity	Productivity Change
Returns (Various)	16	16	No Change
Council Tax leaflet	1	1	No Change
Grant Claims (various)	17	14	No Change
DSM Statements	2	2	No Change
Whole of Government Accounts	2	2	No Change
VAT Return	12	12	No Change
Bank Income			
Daily files input	Every working day	Every working day	No Change
% of income posted to ledger	100%	100%	No Change
Daily Banking	Every working day	Every working day	No Change
Payments	532	702	●
Bank Reconciliation	12	12	No Change
Sundry Debtors Write Off Reports	2	2	No Change
Sundry Debt Collection	Privacy level has increased from an open plan office to home but no change to productivity levels		No Change



RETURNS

Key Output	2019/20 Productivity	2022/23 Productivity	Productivity Change
APSE (Catering)	1	1	No Change
NDR (provisional, mid-year, notified)	3	3	No Change
Council Tax			
CTRR	2	2	No Change
CT Base	1	1	No Change
CTAS	1	1	No Change
Housing Benefit Subsidy	3	3	No Change
CIPFA (Cultural Services)	1	1	No Change
Cost of Collection (CT, NDR)	2	2	No Change
Tax Returns for Subsidiaries	2	2	No Change
Returns (Various) TOTAL	16	16	No Change

HR



Key Output	2019/20 Productivity		2022/23 Productivity		Productivity Change
	Occurrence	Completed	Occurrence	Completed	
No of Hearings	82	82	58	58	No Change
Formal Disciplinary Cases	38	38	27	27	No Change
Formal Attendance Cases	33	33	24	24	No Change
No of Investigations	10	10	28	28	
No of Grievances	10	10	7	7	No Change
No of Appeals	1	1	1	1	No Change
Team Meetings	12	12	50	50	No Change
HR Cases - Recording of	886	886	1131	1131	No Change
Processing Occupational Health Referrals	No Data	No Data	236	236	Unable to compare
Special Paid Leave Processes/Meetings	15	15	15	15	No Change
Staff 1:1's	8 x 8 persons	8 x 8 persons	10 x 8 persons	10 x 8 persons	No Change
Staff Appraisals	8	8	8	8	No Change
Redundancy Consultations	9	9	2	2	No Change
No of active e learners		1942		4759	●
No of in person training provided		558		432	



HRSS Payroll & Recruitment

Key Output	2019/20 Productivity	2022/23 Productivity	Productivity Change
*SBC Employees and Members	64,688	64,611	No Change
*Pensioners	41,890	46,918	●
Election Staff	653	328	No Change

* This is the total number of salaries/pensions processed – the completion rate remains at 100%

*

Key Output	2019/20 Productivity	2022/23 Productivity	Productivity Change
Number of Vacancies Advertised	843	1143	●

This is the total number of vacancies advertised which shows a significant upturn in demand/successfully advertised. Previous backlogs have been addressed.



MILEAGE

Key Output	2019/20 Productivity	2022/23 Productivity	Productivity Change
SBC Employee Mileage (miles) - <i>staff travel policy and pool cars introduced before 2019 had a significant impact on overall staff miles travelled</i>	1,458,521.13	1,346,623.97	●
SBC Employee Mileage (cost)	£653,652.84	£604,990.20	●
SBC Elected Member Milage (miles)	99,802.50	48,365.29	●

STAFF SURVEY



General Observations from Data

- Overwhelmingly positive responses overall – 866 total received so far
- Very positive about working for SBC
- Strong awareness of role and contributions to SBC's strategic aims
- Strong agreement of learning and development culture
- Exceptionally high positivity on wellbeing and health, with caveat about workload.
- Very positive about agile/ remote working
- Significant positives around flexibility and work/life balance. Some negatives about isolation and loss of interaction with team.

Working Environment

- Strong positivity about tools to do job
- Very high positivity about support to work in hybrid & flexible way
- Comments about important workplace option for collaboration, team integration and onboarding new colleagues
- Hybrid working viewed as an aid to retention/recruitment
- Negative comments about flexible/hybrid working appear to correlate with staff who are not able to work in an agile manner

Customer Advice & Support



Key Output	2019/20 Productivity	2022/23 Productivity	Productivity Change
Number of calls to 0300 100 1800	113573	116875	No Change
Number of calls to Homeless	14971	9376	No Change
Number of calls to SW duty hub	8436	9708	No Change
0300 100 1800 average abandonment rate – <i>CASS aware of issues which are due to significant recruitment difficulties</i>	0.1523	0.2395	●
Homeless calls average abandonment rate	0.1252	0.0497	No Change
SW duty average abandonment rate	0.1396	0.125	No Change
Community Care Grants - Applications awarded	446	663	●
Crisis Grants - Applications awarded	1526	1976	●
Number of DHP applications received	1010	1116	No Change
Blue Badges - Applications awarded	2347	2676	No Change
Council Tax - Total % of DD payers	0.7641	0.733	No Change
Council Tax - In year collection	0.9662	0.9657	No Change
Number of Council Tax Reminders issued (CY)	16212	14375	No Change
Number of Council Tax Reminders issued (PY)	2908	2390	No Change
% of new claims processed (HB/CTR)	100% (4027)	100% (3478)	No Change

Key Output	2019/20 Productivity	2022/23 Productivity	Productivity Change
Number of changes processed (HB/CTR)	50331	47827	No Change
Number of Council Tax processes completed	48732	45321	No Change
Number of HB/CTR processes completed	44382	38466	No Change
Number of NDR processes completed	4218	9202	No Change
Number of letters issued Print and Post	1145	3273	No Change
Number of pages scanned into Civica – <i>variation down to more automation and digital services</i>	102487	45490	●
% of online interactions logged (CRM)	0.026	0.472	No Change
Number of HB/CTAX/NDR letters issued (Civica)	70808	64571	No Change
HQ Opening Hours for public – <i>policy change during COVID but increased online access</i>	Mon - Fri	Mon -Thu	●

Important to note that nearly all staff in CASS worked in Area Offices or Contact Centres prior to the pandemic. They continue to work either in those sites or at home on a hybrid basis. One of the key changes has been a reduction in opening hours in relation to the face to face enquiry points but this is due to decreased demand/footfall and increased digital services.

BUSINESS SUPPORT



It is not possible to determine specific productivity info across Business Support. However, the attached information demonstrates significant changes to more automated and digital solutions which will allow for higher productivity and efficiency gains overall. There is no indication of any downturn in actual productivity.

Key Output	2019/20 Productivity	2022/23 Productivity	Productivity Change
Locality other Offices			
Number of Corporate Appointee's (Community)	82	91	No Change
Corporate Appointee (Cash transactions)			
% of Cash Transactions	100%	0%	●
% of electronic Transaction/ All Pay cards	0%	100%	●
% of SW section payments made cash /cheque	100%	0%	●
% of SW section payments made Electronically /All Pay	0%	100%	●

Key Output	2019/20 Productivity	2022/23 Productivity	Productivity Change
SW Meeting Facilitated in person			
% of out of PPU meetings minuted in person	100%	51%	●
% of out of PPU Authority meetings minuted Electronically via teams/OWL/recording	0%	100%	●
Resources (foster Payments, Carers payments, Adoption etc)			
Payments made electronically via Mosaic & BW?	0%	100%	●

BUSINESS SUPPORT cont...



Key Output	2019/20 Productivity	2022/23 Productivity	Productivity Change
Mail			
% of staff time spent on mail handling for I&E at HQ (mostly done electronically)	100%	40%	●
Volume of physical Planning Neighbourhood letters issued (mostly done electronically)	707	62	●
Mail HQ sent out Print to post (ie. electronically generated mail)			
Overall Number of users Print to post	9	227	●
Overall Number of Teams Print to post	1	42	●
Overall Volume of Mail to post	7260	50839	●
Outwith HQ Number of users Print to post (included in overall total)	0	116	●
Outwith HQ Number of Teams Print to post (included in overall total)	0	16	●
Outwith HQ Volume of Mail to post (included in overall total)	0	32367	●
Trade Waste			
Approx Volume of Sales Invoices input to Business World at contract renewal	4500	1700	●
Value of cheques received for payment in advance of invoice	£250000	£0	●

Key Output	2019/20 Productivity	2022/23 Productivity	Productivity Change
School Enrolments			
No of Enrolments processed	No Data	4000	Unable to compare
% of Electronic Enrolments processed	0%	100%	●
% of Paper Enrolments processed	100%	0%	●
% School Placing Requests Processed	100% (328)	100% (272)	No Change
% of Electronic Enrolments processed	0%	100%	●
% of Paper Enrolments processed	100%	0%	●
Educational Maintenance Allowance Payments			●
Number of application with payments made over a year	306	376	●
Value of Payments made over a year	£236,120	£238,680	No Change
% paper applications	100%	0%	●
% Electronic application	0%	100%	●

BUSINESS SUPPORT cont...



Key Output	2019/20 Productivity	2022/23 Productivity	Productivity Change
Schools			
Cash payments in schools	45%	5%	●
% of Cash Transactions	100%	5%	●
% of electronic Transaction/ All Pay cards	55%	95%	●
Volume of primary school catering orders received in HQ for printing off and manually keying into BW	4212	0	●
School Lets			
School Let bookings taken in paper format	100%	0	●
School let bookings taken through electronic format	0	100%	●
Supply Teacher Staff Timesheets			
% claimed using paper timesheets	100%	5%	●
% now claimed through Business World	0	95%	●
Parks & Environment			
% of 139 playpark inspections sheets issued in paper format	100%	0%	●
Petty Cash Imprests			
Reduction of HQ petty cash imprests	3	2	No Change

Key Output	2019/20 Productivity	2022/23 Productivity	Productivity Change
Langlee Recycle Centre (Roads Aggregates Yard-incoming/outgoing material)			
Volume of paper tickets received in HQ and manually entered on a spreadsheet prior to invoicing or journal	3268	0	●
Signshop (Sign Manufacture & Erection packs)			
Printed versions (packs) of Works Order, Sign Design, CDM Safety Documents, Location Plan, PU's (up to 6 drawings)	160 packs	0	●
Credit Card Spend			
Volume of transactions printed in preparation for Director authorisation, all documents scanned as back up for journal submission - including Purchase Authorisation Form, Cardholder Reconciliation Statement and appropriate payment transaction back up. All paperwork saved in lever arch files	664	0	●



EDUCATION

Service Feedback

It is not possible to demonstrate any productivity changes as such in education, although performance information suggests that there has been no detrimental effect across Scottish Borders Council

- More frequent connection with teams as meeting via Microsoft Teams is more flexible in bringing a team together whilst fitting in meetings around visits to schools
- Colleagues report greater productivity and ability to focus due to removal of interruptions at desk in open office
- Visits to schools not cut short by need to return to office for meetings – visit can be full day with any essential Microsoft Teams calls being able to be done from site
- Coming together more purposeful and focused
- Opportunity to work in schools or Inspire Learning favoured over office at e.g. HQ and this is used effectively
- Flexibility of supporting events and activity outwith office hours from good use of agile approaches and less occurrence of having to leave work early to travel to evening events



ASSESSORS

Key Output	2019/20 Productivity	2022/23 Productivity	Productivity Change
New entries to Council Tax Valuation List	380	388	No Change
Valuation amendments to Valuation Roll	472	472	No Change
Additions to Register of Electors – <i>2019/20 appears to be a particularly high year. However, no productivity change as 100% of all additions and deletions processed</i>	8982	8161	No Change
Deletions from Register of Electors	7608	7769	No Change



FOIs

Key Output	2019/20 Productivity	2022/23 Productivity	Productivity Change
Number of FOIs Received	1254	1333	No Change
Number of FOIs completed	1271	1327	●
*Percentage of FOIs completed	101.3%	99.5%	No Change

** A slight difference has occurred because of the timings of FOIs being received and completed in different years. There has been no discernible downturn in productivity*

COMMITTEE SERVICES



Service Feedback

- Council committees were cancelled from March to July 2020 and then proceeded from August 2020 online and livestreamed to the public
- From August 2022 onwards, blended meetings came in for some meetings e.g. Council, Executive
- Where there are blended meetings, one of the Democratic Services Officer will always be in attendance in the room
- Processes have been adapted for remote working but the delivery of committee business has not changed due to home working
- When the Democratic Services team are working from home they are available to Councillors and the public as usual through phone and email and come into HQ as necessary

Audit and Risk



Service Feedback

- Post pandemic Audit and Risk staff at all levels are now able to engage in national forums for risk management, internal audit, and counter fraud. Not only does this avoid the time and cost of travel to participate and gain learning and development from such forums, it provides a useful professional network for staff working in specialist support services in SBC
- There has been no impairment to the independence or objectivity of the Internal Audit function arising from the change to remote working, the change in approach to some assurance work, or from consultancy work during the year
- The Internal Audit Annual Plans each year are very different so unable to compare productivity year on year. However, the staff within Audit & Risk feedback positively on the benefits of home working in particular no interruptions from office 'chat' or people popping up to your desk. This is particularly important when doing background research to plan audit engagements and when writing reports as both of those aspects require enhanced levels of concentration.

PLANNING



Key Output	2019/20 Productivity		2022/23 Productivity		Productivity Change
	Decisions	Av timescale (weeks)	Decisions	Av timescale (weeks)	
Major developments	1	12.9	1	33.7	●
Local developments (non-householder)	272	8	223	9.6	●
Local: less than 2 months	208	6.3	No Data	6.4	No Change
Local: more than 2 months	64	13.4	No Data	17.3	●
Householder developments	325	6.2	294	6.9	No Change
Local: less than 2 months	298	5.8	No Data	6.1	No Change
Local: more than 2 months	27	10.6	No Data	13	●
Housing Developments	No Data	No Data	33	16.9	Unable to compare
Major	n/a	n/a	0	n/a	Unable to compare
Local housing developments	51	11.4	33	16.9	●
Local: less than 2 months	23	7	No Data	7	No Change
Local: more than 2 months	28	15.1	No Data	25.1	●
Business and Industry	No Data	No Data	14	7.2	Unable to compare
Major	n/a	n/a	0	n/a	Unable to compare
Local business and industry developments	45	6.7	14	7.2	●
Local: less than 2 months	42	6.4	No Data	6.2	No Change
Local: more than 2 months	3	11.4	No Data	9.7	No Change
EIA Developments	n/a	n/a	n/a	n/a	No Data
*Other Consents	152	6	124	7	No Change
**Planning/legal agreements	No Data	0	No Data	No Data	Unable to compare
Major: average time	0	0	1	33.7	Unable to compare
Local: average time	7	21.1	9	21	No Change

* Consents and certificates: Listed buildings and Conservation area consents, Control of Advertisement consents, Hazardous Substances consents, Established Use Certificates, certificates of lawfulness of existing use or development, notification on overhead electricity lines, notifications and directions under GPDO Parts 6 & 8 relating to agricultural and forestry development and applications for prior approval by Coal Authority or licensed operator under classes 60 & 62 of the GPDO.

** Legal obligations associated with a planning permission; concluded under section 75 of the Town and Country Planning (Scotland) Act 1997 or section 69 of the Local Government (Scotland) Act 1973

IT Client Team



Service Feedback

The IT Client Team is a supporting service therefore it is not possible to demonstrate any productivity changes as such, although performance information suggests that there has been no detrimental effect whilst supporting colleagues across Scottish Borders Council

- The IT Client Team is working agilely and on site to support team members and colleagues when required
- The number of meetings and site visits has increased post Covid with technology enabling colleagues to work with both internal and external stakeholders without the requirement to travel long distances
- As well as weekly online meetings, the team also meets in person to perform more focused work on a regular basis, utilising the collaborative capabilities within the Microsoft Teams suite has resulted in increased productivity and improved responsiveness
- In addition to regular online Teams meeting with CGI colleagues, the team meets fortnightly with colleagues at the CGI building in Tweedbank to discuss both service and transformation activities

Adult Social Care



Service feedback

99% of Adult Social Care staff work directly at the point of care i.e. Care Homes, Care at Home, Learning Disability Day Services and the Community Equipment and Alarms Services who are all working as per pre COVID.

In terms of ASC Senior Management it is not possible to provide quantitative data for Adult Social Care. However, performance information suggests an increase in productivity, with no detrimental impact on Scottish Borders Council

Reduced travel time results in increased opportunity to meet with colleagues across all Adult Social Care Services more frequently with less planning involved.

- Reduced mileage
- Increased productivity
- Less distraction and ability to focus compared to working in an open office working environment
- Increased quality of meetings due to visits to services not being cut short by need to return to office for meetings – visits can be full day with any essential MS Teams calls able to be done onsite
- Improved remote access to files, resulting in assurance/audits being done more efficiently without distraction of being on site.
- More responsive to service demand, with flexibility to respond to critical situations via MS Teams compared to travelling to the service concerned
- Increase in number of projects underway in Adult Social Care
- Creation of Adult Social Care Programme board
- Creation of Adult Social Care Performance board
- Creation of Adult Social Care Governance meetings
- Creation of Adult Social Care Operational Delivery Oversight Group
- Face to face meetings are more meaningful as they don't take place as often
- Improved responsiveness to FOI's/complaints due to reduced travel around services
- Colleagues are more flexible when working from home; logging on earlier and logging off later due to reduced travel time



SCOTTISH BORDERS COUNCIL
Team Arrangements

TEAM SUMMARY



I&E	
Engineering/Roads & Open Spaces	<ul style="list-style-type: none"> • Regular in person meetings and on site (weekly & fortnightly respectively) • Onboarding in person induction programme • Agile working at other times
Planning	<ul style="list-style-type: none"> • Team meets in person either once or twice per month • Roads Planning – in office once a week • Left to individual at other times • In favour of being able to sit with team if come in • Onboarding in person induction programme
Estates	<ul style="list-style-type: none"> • 3 weekly in person team meetings and team managers in once per week • Otherwise flexible • Onboarding in person induction programme
Soft Facilities	<ul style="list-style-type: none"> • Fortnightly co-ordinators' meeting face to face • Otherwise a mix • Onboarding in person induction programme
Major Projects	<ul style="list-style-type: none"> • All flexible working • Onboarding in person induction programme
Parks/Environment	<ul style="list-style-type: none"> • Weekly team meetings which are face to face once a month • Onboarding in person induction programme
Roads/Fleet/SB Contracts/Asset Management	<ul style="list-style-type: none"> • Asset/ Network/ Street Lighting largely working remotely • Onboarding in person induction programme
Roads/SB Contracts	<ul style="list-style-type: none"> • managers working remotely • Onboarding in person induction programme

TEAM SUMMARY



Resilient Communities	
BS HQ Operations	<ul style="list-style-type: none"> • Monthly in person team meetings • Other meetings on Teams • Onboarding in person induction programme
CASS – Benefits	<ul style="list-style-type: none"> • Onboarding in person induction programme • Otherwise can work remotely
CASS – Bus Support	<ul style="list-style-type: none"> • Requirement for some staff in office • Otherwise can work remotely • Onboarding in person induction programme
CASS – Business Systems	<ul style="list-style-type: none"> • Can work remotely • Onboarding in person induction programme
CASS Care Resource Team	<ul style="list-style-type: none"> • Onboarding in person induction programme • Otherwise can work remotely
CASS Development Team	<ul style="list-style-type: none"> • Onboarding in person induction programme • Can work remotely
CASS – Operations	<ul style="list-style-type: none"> • Contact Centres require on site presence • Onboarding in person induction programme • Otherwise can work remotely
Registrars	<ul style="list-style-type: none"> • Registration Offices require on site presence • Onboarding in person induction programme • Otherwise can work remotely

TEAM SUMMARY



Social Work	
Children & Families	<ul style="list-style-type: none"> • On site, ranging from 80-20 for Newly Qualified Social Workers to 50-50 • Onboarding in person induction programme • Group Manager/Chief Officer don't require as much time in office
Justice	<ul style="list-style-type: none"> • Onboarding in person induction programme • On site 3 days per week, with UPW having to be in person
Adult SW	<ul style="list-style-type: none"> • On site 2 days per week • Onboarding in person induction programme
Emergency Duty Team	<ul style="list-style-type: none"> • On site office based, Team Leader works from home
Public Protection	<ul style="list-style-type: none"> • In person team meeting every 6-8 weeks • Supervision on Teams • Onboarding in person induction programme
Mental Health	<ul style="list-style-type: none"> • Team meetings in person • Duty Officer on site • Onboarding in person induction programme
Adult Social Care – Service Managers	<ul style="list-style-type: none"> • On site twice per week as a minimum • Onboarding in person induction programme • Meetings are predominantly Teams • Monthly 1-1s face to face

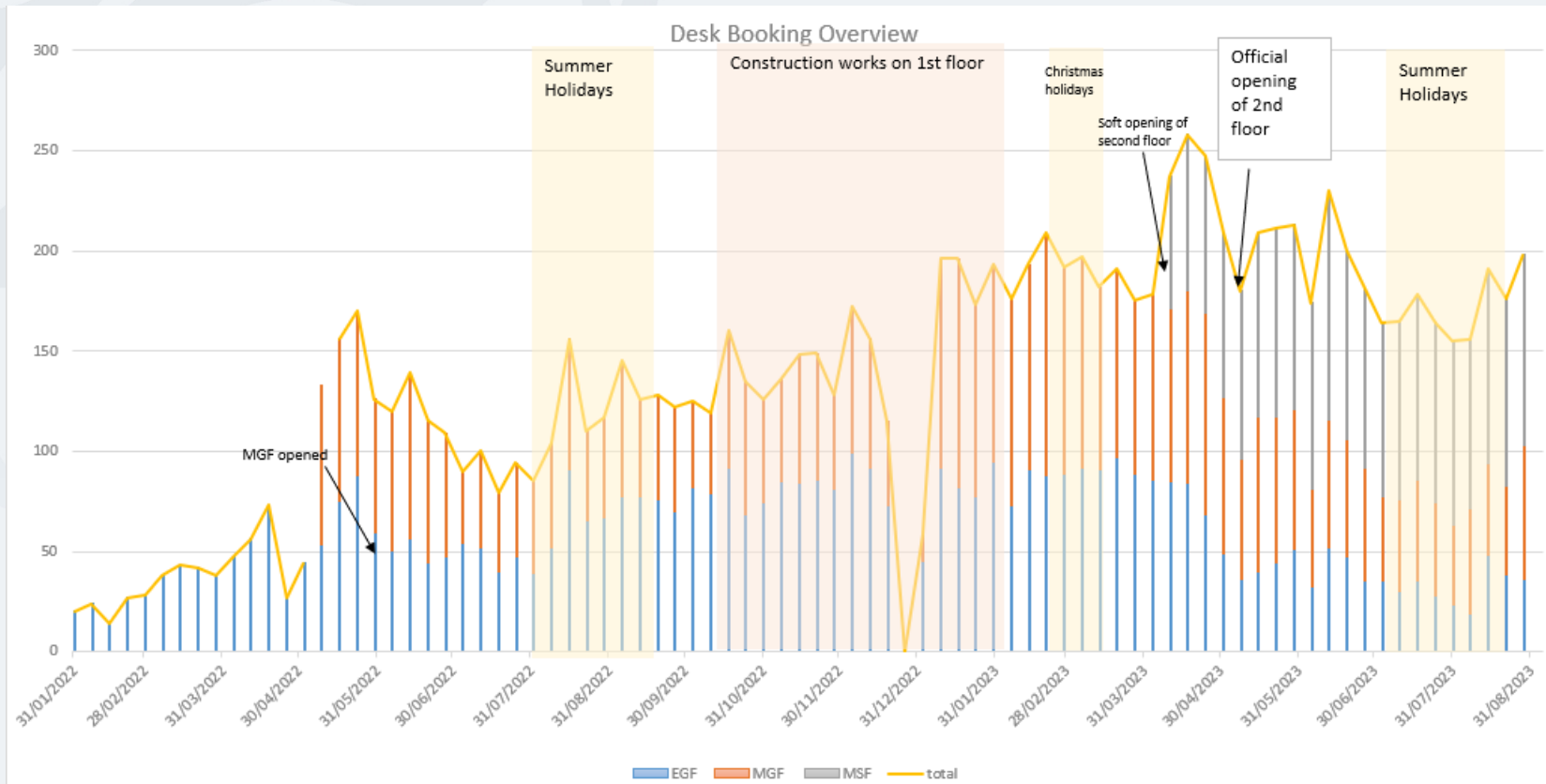


TEAM SUMMARY

Business Partners	
IT Business Partners	<ul style="list-style-type: none"> In person team meeting every 6 weeks Onboarding in person induction programme Otherwise Teams
HR Business Partners	<ul style="list-style-type: none"> In person team meeting every 2 months Onboarding in person Otherwise Teams
Communities & Partnerships	
	<ul style="list-style-type: none"> Weekly in person team meeting Otherwise Teams meetings Onboarding in person induction programme Largely working in communities
Finance & Procurement	
	<ul style="list-style-type: none"> Predominantly Teams for meetings In person workshops Onboarding in person induction programme

Emergency Planning	<ul style="list-style-type: none"> Regular on site working Onboarding in person induction programme
Systems Admin	
	<ul style="list-style-type: none"> Corporate/People largely remote Regular workshops in person Onboarding in person induction programme
Education	
	<ul style="list-style-type: none"> expectation is 2-3 days pw in education sites but are using Teams effectively for meetings Onboarding in person induction programme

HQ DESK BOOKINGS



The overall trend of Desk Bookings has been increasing since the reopening of the HQ Campus.

The general exceptions to this has been over holiday period.