

## **Future Council & Fit for 2024 Close-out**

**Report by Director People, Performance & Change**

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### **Scottish Borders Council**

**29 February 2024**

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#### **1 PURPOSE AND SUMMARY**

- 1.1 This report sets out the progress SBC has made over the past 5 years under the Fit for 2024 Transformation Programme and discusses the evolution of SBC's future Transformation Programme to fully contribute to SBC's financial sustainability.**
- 1.2 This report looks at the aims of the Fit for 2024 Programme as were set out to Council in February 2019; considers the changing operating environment for SBC during the past 5 years such as COVID-19; and acknowledges the need for the continuous evolution of a customer-focussed Operating Model in anticipation of an increasingly fast changing and challenging financial and operating context in coming years.
- 1.3 As well as providing information around the transformation activity that has taken place over the past 5 years, this report also seeks to set out how SBC will reshape transformation activity to contribute towards SBC's various strategic organisational priorities as set out in the Council Plan, Financial & People Plans.

#### **2 RECOMMENDATIONS**

- 2.1 **I recommend that the Committee:**
  - (a) Consider the range, scale and successful contribution of transformation activity undertaken by SBC over the past 5 years under the Fit for 2024 Programme;**
  - (b) Agree that SBC close the Fit for 2024 Transformation programme; and evolve the Transformation activity towards a modernised and financially sustainable Operating Model;**
  - (c) Agree that SBC's Financial Plan, People Planning and Council Plan Priorities, as well as statutory obligations, will continue to be underpinned by an ongoing focus on transforming and modernising services.**

### 3 BACKGROUND

- 3.1 On 28 February 2019, Council agreed the Fit for 2024 Transformation Programme. The purpose of Fit for 2024 was to enable the Council to respond to unprecedented challenges (ranging from customer expectations to demography to digital transformation) and to a significant financial imperative.
- 3.2 To meet these challenges, Council approved a vision of SBC as 'adaptable, efficient and effective', focused on driving substantial improvements in wellbeing, effected through a radical new programme of transformation. This 'whole' Council approach, in which every part of the Authority would be reviewed and subject to change, was guided by the Christie principles.
- 3.3 SBC has a track record of delivery of significant permanent savings, with £84 Million delivered since 2013/14. The scale of financial challenge was significant at the outset of the Fit for 2024 Programme with SBC identifying at least £30 million of savings to be achieved over 5 years from 2019 and recognised that major transformation activity was essential across all services to support financial sustainability. During this time period, £37 Million permanent savings have been delivered.
- 3.4 The FF24 programme and a new 5-year Financial Plan were set out at the same Council meeting in February 2019, with a view to delivering a cultural shift in how savings are identified and delivered: moving away from reliance upon a reactive annual budget reduction model towards a more planned and longer-term review of how we can work differently to deliver more cost-efficient processes and services.
- 3.5 It was recognised that transforming how the council works is a complex undertaking, which requires careful planning and preparation to ensure that change is effective and delivers the outcomes required. It also needs to be adaptable enough to address a changing operating environment, and to ensure that opportunities are not missed by sticking rigidly to a plan that has been superseded by circumstances. The Fit for 2024 Programme set out 5 broad areas of focus:
- Service Reviews
  - Enhanced Community Engagement
  - Physical Assets – Reduced Estate
  - Digital Investment
  - Process Improvement
- 3.6 The operating context for SBC has changed significantly over the past 5 years since the Fit for 2024 Programme was agreed by Council. Within 2 months of the programme starting, Audit Scotland undertook a Best Value Audit of SBC during 2019. The findings were published and reported to Council on 19 Dec 2019. SBC chose to embrace the findings of the Best Value Audit report, and to go even further by setting out a 40-point Improvement Plan, which Council agreed. This Improvement Plan was developed and delivered as a transformation project itself, as were many of the improvement actions.

- 3.7 The global COVID-19 pandemic struck during the first 12 months of the Fit for 2024 Programme and had a profound effect on overall priorities for SBC, including the Fit for 2024 Programme. Significant emphasis was placed on quickly establishing a new operating model for SBC, with various changes to services delivery models and business processes. Staff were deployed flexibly across different services, digital technologies were used to overcome a multitude of challenges, more agile approaches were adopted to ensure real-time policy decisions on an ever-changing context and customers' needs were placed at the heart of everything SBC was doing.
- 3.8 Further impacts on SBC's operating environment included:
- War in Ukraine – requiring new services to be established by SBC to support Ukrainian individuals and families relocated to the area; as well as the various associated global impacts such as prices and supply chains.
  - Cost of Living Crisis – impacting the quality of life of residents in the Scottish Borders increasing the support mechanisms required from SBC.
  - Inflation – impacting upon costs of delivery across all services, including those services SBC commissions from 3<sup>rd</sup> parties.
  - Social Care demand – requiring ongoing capacity creation, adaptable solutions and a recognition of longer-term solutions development.
- 3.9 SBC demonstrated, during COVID-19 and other changing circumstances, its ability to adapt quickly and ensure business continuity of critical services in spite of multiple challenges. This was in part due to a strong familiarity with change, collaborative project delivery and the ongoing modernisation agenda across all services, that was further developed through the early work of the Fit for 2024 Programme. However, the most notable factors in SBC's successful response to the pandemic were collective clarity of purpose and the incredible efforts of SBC's staff across all services. The lessons from COVID-19, will form a critical part of all future Transformation work across SBC.
- 3.10 As SBC sets out its Council Plan and Financial Plan for the coming years, and the Fit for 2024 Programme reaches its conclusion, SBC must adjust its Transformation Programme to meet the current and future operating context, it must learn from what has worked well and it must continue to embrace organisational change that ensures the ability of all services to deliver high quality services for all of SBC's customers in a way that is both financially and environmentally sustainable.
- 3.11 The financial gains from Transformation will become more challenging for SBC to achieve in an organisation which has already implemented so much change over recent years. However, standing still is not an option and a new Operating Model must be developed, which aligns with the Financial Plan, and that delivers even more within further constrained budgets and with a smaller workforce.
- 3.12 Many of the improvements and savings made across SBC have occurred in back-office functions, and a greater emphasis will need to be placed on the scope and delivery model of frontline services. This means that difficult decisions will be required and choices made between different priorities.

## **4 TRANSFORMATION ACTIVITY UNDER THE FIT FOR 2024 PROGRAMME**

### Service Reviews

4.1 Every Directorate and Service across SBC has been subject to review over the past 5 years. In most cases, this has been service led with a strong emphasis on consistent corporate governance, including close working with colleagues from Finance and HR, as well as transformation resources as appropriate. Some reviews have been as a result of a Corporate change or new set of requirements, and have been led more centrally. Either way, services recognise the need for regular review, in line with changing demands and delivery methods, particularly where significant financial plan savings are required. The following examples are part of the service review activity undertaken over the past 5 years:

- Corporate Reviews
  - CMT Restructure
  - Review of Systems Administration
  
- Education
  - Comprehensive Review of Devolved School Management
  - Senior Leadership Team Review
  
- Resilient Communities
  - Creation of a new Economic Development Service
  - Continuous review of Business Support across all services
  
- Financial Services and Corporate Governance
  - Review of Finance Team
  - Review of Democratic Services
  
- Social Work
  - Range of review activity across Children's Services, including major change to deliver 'The Promise' and a creation of a new Children Affected by Disability (CHAD) Team.
  - Creation of overarching Public Protection Unit, bringing together Child and Adult Protection and other key functions in partnership with other agencies.
  
- Strategic Partnerships and Commissioning
  - Establishment of a new Commissioning Service

- Social Care Review – See case study in Figure 1.

*Figure 1 – service review case study – Adult social care.*

Work has sought to transform the way in which Adult Social Care services are delivered and commissioned in the Scottish Borders. The need for transformation within this area is driven by a growing demand for social care services and a finite capacity. All transformation work within Adult Social Care aims to deliver efficiencies and improvements to the way in which services are delivered, including:

- Three new Extra Care Housing developments which have each returned a significant number of home care hours capacity to the locality.
- A review of Night Support Service and the introduction of better alternative support.
- The introduction of enhanced dementia beds in Waverley Care Home preventing the need for admission to external providers.
- The introduction of temporary accommodation being offered as part of recruitment to Adult Social Care full time permanent vacancies as opposed to use of use of agency staff.
- The migration of the Community Alarm Service from analogue to digital in line with national requirements and ensuring continuity of care.
- The introduction of digital devices and new processes across the workforce, to improve information to and from frontline staff, improve outcomes of clients, and reduce travel – project has been shortlisted for the LGC awards 2024.

Further transformation work is planned over the coming years including the development of a care village model in two localities, the introduction of a reablement service, the development of a social prescribing pathway and transformation of the way in which care at home services are delivered and commissioned.

- Infrastructure & Environment
  - Creation of a Corporate Landlord Model – now a core part of the Estates Team
  - Review of Passenger Transport
- People, Performance & Change
  - Restructure of HR Services
  - Review of Performance & Improvement Function, including the creation of a new Performance Management Framework.

4.2 In addition to the specific examples listed above, there has been an extensive amount of service review work undertaken in partnership with other agencies, including co-location opportunities, shared services/resources, joint digital developments and jointly developed strategies and plans.

#### Enhanced Community Engagement

- 4.3 [Placemaking](#) has been a significant area of Transformation focus for SBC's commitment to enhancing community engagement. See case study in Figure 2.

*Figure 2 – community engagement case study – Placemaking*

Following Council's endorsement of a Placemaking approach in 2021 ([August 2021 report to Council - Minute](#), [February 2021 report to Council - Minute](#)) 9 officer posts were created in November of that year to actively support and enable more community-led decision making around public spaces, buildings and infrastructure with a community led planning approach.

Initial proposals to prioritise communities to focus on were taken to Area Partnerships in spring of 2022, and in conjunction with working groups stood up by community representatives to establish an approach, every locality adopted an inclusive model, where every community could express their interest in exploring place making.

58 communities across the Scottish Borders have expressed an interest in developing Local Place Plans at this time, with engagement and activity at varying stages and being actively monitored by the community engagement team.

Of those, four towns are part of the Borderlands Inclusive Growth Deal Place Programme and have been prioritised in the support to create their plans, as part of the process to receive a share of the £7.25 million allocated for economic development and inclusive growth.

The Borderlands model focuses on a holistic plan for a community, and considers the information and data gathered as a method for attracting funding to stimulate the economy, whilst also informing planning policy formally as a Local Place Plan. This method has been adopted across the Borders with communities looking to develop their own plans to support community aspirations into actionable projects and utilise the engagement work to inform the Local Development Plan.

Beyond this, placemaking will support Scottish Borders Council's aspirations as a "Community led council" and Community Wealth Building across the region. The breadth of information captured through this work, and wider engagement activity will inform an enhanced community engagement offering through a new strategy document, and alignment with youth focused work and directives delivered through the Promise and the YPCPP as well as the directives of the Community Planning Partnership and Regional Economic Partnership to be led by the needs of the community.

Work is ongoing as to how the plans can influence service delivery, as well as asset use and repurpose across our estate.

Further reading:

[December 2023 report to Executive - Minute \[Awaiting Update\]](#)

[April 2023 report to Executive - Minute](#)

- 4.4 [What Matters Hubs](#) have been established across the area in order to offer drop-in session and appointments with Council staff, including Social Workers and Occupational Therapists, along with other key support opportunities such as community groups and voluntary organisations. These allow an additional and often more convenient way for individuals and communities to engage with SBC and other supportive organisations in a different community-based setting.
- 4.5 Over the past 5 years, SBC has also sought to enhance engagement and accessibility for communities through reviewed Area Partnership arrangements, '[Community Conversations](#)' events across the area, various community engagement surveys on a range of topics (including the recent Budget Survey), and specific engagement on major developments and schemes such as large capital projects.
- 4.6 Customer and community engagement will be a major workstream under the new Operating Model, as well as enhanced strategic approaches to place customers and communities at the heart of service redesign.

#### Use of Physical Assets – Council Estate

- 4.7 SBC continues to seek to enhance the quality of the estate, whilst reducing the overall financial and environmental footprint. Whilst modernising facilities such as the learning estate, care estate or other facilities vital to the core services SBC's delivers, SBC also needs to focus on creating a

smaller estate aligned with changing operating and financial circumstances. Furthermore, the estate needs to reflect changing needs of customers and communities, as well as modern staff working practices.

- 4.8 The establishment of a Corporate Landlord model has enabled SBC to have a single view of the estate and explore more joined-up use of different SBC properties.
- 4.9 Ongoing modernisation and consolidation of the estate will need to be further prioritised as part of the new Operating Model. Reducing the estate in line with service and community needs is a more palatable proposition for communities than reducing access to vital services. Furthermore, around half of SBC's total carbon footprint is created through the estate. Therefore, transformation activity needs to focus on delivering modern, sustainable and accessible services that complement local communities.
- 4.10 SBC continues to develop the learning estate, with investment in major developments and new facilities designed to achieve the best possible modern learning environments, whilst expanding the possibilities of wider community use. The Jedburgh Campus is an example of a new concept in a multi-purpose investment that enables wider opportunities for the public rather than a traditional school model, with other SBC services and key partners working together with Education to provide a wider offering to the local community. See case study in Figure 3.

*Figure 3 – Physical assets – Council estate case study – Jedburgh Grammar Campus*

Jedburgh Grammar Campus has been designed as an innovative and flexible facility, catering for all ages of the community. Within the facility is a Primary & High school, which replaces three former schools: Jedburgh Grammar School, Parkside Primary School and Howdenburn Primary School. The facility also hosts the town's Contact Centre; and the Library and multiple sports facilities, which are managed by Live Borders.

The facility is designed to be digitised and operate in a way that not only provides pupils with a high-quality education, but also provides the community with a fulfilling and seamless experience regardless of which service they are interacting with.

This model will act as a blueprint for further development of SBC's Learning Estate and wider range of facilities and accommodation. The way that customers, communities, partners and staff utilise physical infrastructure continues to evolve, which means that flexible spaces which are designed to be multi-purpose and digitally enabled will become ever-more necessary.

- 4.11 Co-location with partners has continued to expand, with key local partners such as Live Borders, NHS Borders and Police Scotland occupying several SBC sites, whilst SBC staff also co-locate with partner facilities. This will remain a goal moving forward, wherever there are opportunities to protect local delivery models and encourage closer working relationships.
- 4.12 The care estate continues to be a key area of focus for SBC and local partners. As well as investing in creating capacity for the provision of care over the past 5 years, there are ambitious programmes of further development underway, which will continue to be an essential part of future collaborative transformation activity for SBC.

### Digital

- 4.13 SBC's Digital Programme extends to all services. SBC's [Digital Strategy](#) was agreed by Council on 25 February 2021 and explains SBC's ambition to become the UK's first smart connected rural region. This builds upon an extensive range of projects to enable SBC to deliver excellent services to all

customers that meet the Fit for 2024 vision of being 'adaptable, efficient and effective', and seeks to do this working in partnership with all key local stakeholders. SBC's Digital investment programme looks at all infrastructure, systems, devices and applications which can enhance customer experience whilst allowing SBC to be financially and environmentally sustainable. The activity under the Digital Transformation programme includes both major corporate change and smaller service-led enhancements, examples of which are:

- Major changes to SBC's core operating systems – Business World, Digital Customer Access, MS Office 365
- Investment in new mobility technology for frontline staff working across communities, such as Total Mobile and Confirm (See case study below)
- Transformed working practices and move away from 'paper-based'
- Pathfinder for comprehensive digitally enabled transformation in Social Work, which will act as platform for future service-by-service activity.
- New SBC-wide Digital Innovation & Systems Team established.
- Multiple projects to upgrade and enhance SBC's IT infrastructure.
- Globally recognised innovation with [Inspire Learning](#) – see case study in Figure 4

*Figure 4 – digital case study – Inspire Learning*

Investment in Inspire Learning was agreed by Council on 28 February 2019, at the same meeting the Fit for 2024 Programme was also approved. Inspire Learning seeks to transform teaching and learning for the benefits of all teachers, children and young people by creating a world class digital learning environment in Scottish Borders Schools.

It's aimed at raising attainment and supporting equality and inclusion for all children and young people. It invests in the learning of our young people and putting them at the heart of education, improving outcomes and success for all.

The programme can unlock the potential and digital skills of our young people, benefiting individuals, families, the Borders' economy and society as a whole. It has delivered an Apple iPad to every teacher, ELC practitioner and every P4 to S6 pupil across all Borders schools, as well as class sets of shared iPads for the use of every P1 to P3 pupil and Early Years. The programme continues to support teachers in the best use of the technology in the classroom and is committed to achieving a uniquely high digital skills and education baseline for all Borders teachers through an extensive, bespoke package of professional learning and development.

SBC has achieved Apple Professional Learning Provider accreditation and as one of only two in the UK, is set to provide Apple accredited training to teachers across Scotland, the UK and beyond.

The opening of the Centre of Excellence for digital learning in Tweedbank provides a regional level environment for students, teachers, business and communities to develop digital skills in a world class space.

It is now possible to see significant benefits arising across SBC's learning environment, and whilst these results are not just because of Inspire Learning, it provides a key building block for SBC to deliver excellence across Education.

A full report will be brought to Council to outline the progress. However, positive indicators suggest:

- 100% of HMIE reports for the area now identify that technology is enhancing learning and teaching in SBC schools.
- National data (ACEL) shows an improvement for SBC in raising attainment and closing the attainment gap. Inspire Learning and digital skills has been identified as a key driver.
- Pupil participation has shown a strong upward trend, and there's a strong increase in 16-19 year olds ending up in employment, with positive destinations also increasing from 92% to 96% since 2019.
- Paper and printing volume and costs have significantly decreased across schools, with 380000 fewer pages printed.

## Process Improvement

4.14 One of the five pillars of the Fit for 2024 was to deliver an ambitious programme of process improvement and productivity, enabling SBC to sustain or enhance both service delivery and quality levels, while requiring less input of resources.

4.15 This Council-wide programme has included streamlining back-office activity and increasing the productivity levels of frontline services. This has been



achieved through digital investment and building process improvement capacity across the organisation - using external expertise to boost internal skills. See figure 5 for 'Confirm' example.

4.16 The Council now has an established approach to increasing productivity in all services. Most recently, this has been utilised to deliver process improvements as part of the Adult Social Work Pathfinder. This will be a core element of our improvement efforts going forward and we will continue to equip our people with the skills required to carry out this work.

4.17 COVID-19 required the rapid establishment of new processes and major revisions to existing ones in order to both protect customers/clients accessing SBC services, and to deliver new services as required due specifically to the pandemic. Many of these changes continue to be used as improvements on previous processes.

**Figure 5 – Process Improvement Case study - Confirm**

Confirm is the Council's Infrastructure Asset Management System to capture and map SBC's infrastructure assets (e.g. Roads, Bridges and Structures, Street Lighting) and detailed information about them. It enables a rich history of condition, defects and the corrective work/repairs that have been undertaken or are required, and informs strategic decisions around the current and future plans for the effective management and maintenance of these assets. It allows SBC to make fundamental process improvements to the way assets are managed and information is shared at the frontline.

SBC is using its capability for mobile working using a mobile app, enabling frontline workers in the field to view mapped assets, update them, undertake inspections, raise defects and receive and carry out repair tasks with all this activity recorded against the individual assets. Benefits include:

- Single source database – single shared version of truth.
- Standardised business processes regardless of Locality.
- Data rich view of condition supporting more effective strategic decision making.
- Ease of capture & view of data via handheld mobile devices providing real-time updates.
- Tasks sent digitally to the operative's mobile devices avoiding need to return to base.
- Integrated end-to-end digital enquiry process via Customer Management platform (Jadu).
- Performance monitoring information via Dashboards and/or scheduled reports.
- Captured data can be used as a catalyst for further service improvements & prioritisation.
- Reductions in paper, travel, duplication of effort and time.

Digital processes have been developed and implemented for managing enquiries, inspecting, testing, and undertaking repairs. SBC has geospatially mapped:

- over 1,250 **Bridges** and digital processes support lifecycle management prompting inspection utilising mobile devices.
- over 21,000 Street Lighting assets, enabling the use of mobile devices for Statutory Electrical Testing and undertaking fault repairs.
- over 6,600 assets and the full 3000km of adopted road network. A fully digital process using mobile devices is being rolled out starting with the Berwickshire locality.

## **5 MOVING FORWARD TRANSFORMATION ACROSS SBC TO ENSURE FINANCIAL SUSTAINABILITY**

5.1 In order to maintain and enhance SBC services in line with Council Plan priorities, whilst ensuring the financial sustainability of the Council, there will be a need for even more transformation over the coming years. It will become even more challenging to achieve efficiencies in areas that have already been transformed, which includes most back-office functions. SBC will need to embrace digital opportunities and alternative delivery models for frontline services and consider permanent reductions to service delivery. There will need to be different types of conversation with customers and communities, including difficult ones that involve changes away from more traditional, non-critical or non-statutory service provision. Transformation and the delivery of service efficiencies can help SBC meet service demands in the face of ongoing funding challenges but can only go so far. However, it

is clear that transformation effort remains essential for SBC's future effectiveness, and this needs to focus on evolving the entire Operating Model of all services across the Council.

5.2 The principle of a new Operating Model was agreed at the Council meeting in August 2023, and has been developed further in order to facilitate a transition from the Fit for 2024 Programme into a new phase of major Transformation activity for SBC. The new approach will involve looking at all main component parts of the Council and seeking to effect positive change that enables services to deliver excellence for all customers and communities in a sustainable way. These component parts have been identified as workstreams, each with a Lead Director, structured programme of action and projects being developed as follows:

- **Commissioning Workstream** - will develop a new robust commissioning framework for the whole Council to ensure that every pound spent by SBC results in the highest possible value for our residents.
- **Customer & Communities Workstream** - will focus on effectively aligning services and Council effort with the needs and priorities of our Customers & Communities.
- **Data Workstream** - will develop a Data & Information Strategy which lays the foundation on how SBC will harness the power of excellent data intelligence, helping us analyse and better understand the information we collect to drive excellent service delivery.
- **Digital Workstream** – will embrace the best possible digital solutions towards being the UK's first smart connected rural region.
- **Financial & Environmental Sustainability Workstream** – will develop and implement ambitious projects, practices and policies which maximise SBC's opportunities to reduce and offset SBC's environmental footprint and maintain an overview on the savings enabled by other workstreams to ensure long-term financial sustainability.
- **People – Culture Workstream** – will develop a can-do culture across SBC where everyone feels valued, empowered and inspired to deliver excellence in their roles, teams and services.
- **People – Structure Workstream** – will ensure that SBC's Operating model is underpinned by a workforce which is skilled, empowered, developed, motivated and organised to fully meet SBC's priorities and the needs of customers and communities.
- **Process Re-Design Workstream** – will revolutionise the way we operate by creating a more efficient, responsive and citizen-centric organisation, by ensuring that all processes are fit for purpose and contribute value to SBC's customers.
- **Property & Estates** – will evolve, consolidate and modernise all aspects of SBC's estate to ensure it is efficient, fit for purpose and sustainable; and that it facilitates excellent services and accessibility for customers and communities.

5.2 Investment will continue to be required in innovation, digital technology and capacity in order to meet the challenges over coming years. This is a formula which has served SBC well and will form a key cornerstone to protect and enhance critical services of the future. Not only has SBC maintained high quality services and been recognised through awards for innovation, but the Council has also maintained a more sustainable financial position than many local authorities across Scotland and the UK. The

complex range of proactive efforts by all SBC staff, frontline services and strategic support functions such as Finance and HR, coupled with prudent investment in modernisation and transformation, all needs to be sustained.

## **6 IMPLICATIONS**

### **6.1 Financial**

As stated in 3.3, SBC has a track record of delivering savings, with £84 Million delivered since 2013/14 and £37 Million over the past 5 years. Financial Planning is a key driver for Transformation activity. The advent of the Fit for 2024 Programme was presented to Council in February 2019 to complement Financial & Savings Plans. Similarly, the close out of this programme and the commencement of work towards a new financially sustainable operating model are timed to link directly to the presentation of the forthcoming Council Plan and the range of Financial Plan/Budget reports, which are so critical to the strategic direction and financial sustainability of SBC.

Whilst savings achieved over the past 5 years cannot be directly attributed to the Fit for 2024 Programme, it is possible to determine with confidence that SBC's successful delivery of these significant financial savings over this timeframe would not be possible without the broad range of modernisation and change activity that has taken place across all services. Indeed, SBC simply cannot step back from a significant ongoing programme of Transformation if financial sustainability is to be achieved over the coming 5 years and beyond.

### **6.2 Risk and Mitigations**

SBC's Transformation activity needs to follow careful change management principles to ensure effective engagement with key stakeholders such as communities and staff. The Fit For 2024 Programme has had a dedicated comprehensive risk register to identify and mitigate all significant risks for the duration of the Programme. This will continue to be the case for future programmes.

### **6.3 Integrated Impact Assessment**

Under the auspices of Fit for 2024, the entire process for completing and recording IIAs has been reviewed and improved as a transformation project. An individual IIA is required for all major Transformation Projects under the Fit for 2024 Programme, and this discipline will underpin the Operating Model going forward.

### **6.4 Sustainable Development Goals**

Transformation activities seek to complement SBC's sustainability agenda, and to enhance SBC's ability to meet all of its goals. This will include embedding these goals and principles throughout all workstreams of the new Operating Model, as well as delivering a specific workstream focussed around Financial and Environmental Sustainability.

### **6.5 Climate Change**

There will be a range of projects focussed on SBC's commitment to tackling climate change. These will form part of the wider Transformation Programme and delivered through the same structured approach.

## 6.6 Rural Proofing

All transformation activity will seek to minimise rural exclusion and enhance accessibility for customers and communities across the Scottish Borders, including a major focus on enhancing connectivity across communities where particular digital exclusion may exist.

## 6.7 Data Protection Impact Statement

Various projects undertaken under the Fit for 2024 Programme have required robust data protection considerations, and the work towards a new Operating Model has a specific workstream on a strategic approach for SBC to data and information. There are no direct data protection implications for this particular paper, albeit transformation activity creates volumes of new data as part of the essential stakeholder engagement, intelligence/evidence gathering. Furthermore, changes to current practice require careful consideration of the data risks. Accordingly, every transformation project considers the need for a Data Protection Impact Assessment (DPIA), and many then follow the full DPIA process.

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

It is not anticipated that there will be any changes to the Scheme of Administration or Scheme of Delegation arising from this report.

# 7 CONSULTATION

- 7.1 The following consultees have all been consulted: Director of Finance, the Director of Corporate Governance), the Chief Officer Audit and Risk, the Director People Performance & Change, and Corporate Communications

### Approved by

**Name**            **Clair Hepburn**  
**Title**             **Director of People, Performance & Change**

### Author(s)

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### Background Papers:

Fit for 2024 Programme – Scottish Borders Council 28 February 2019

**Previous Minute Reference:** None

**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.

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