APPENDIX 3: JOINT TRANSFORMATIONAL CHANGE PROGRAMME BOARD

Programme vision: Aim to create a financially sustainable high performing partnership providing excellent service
Include links to Council Plan, Capital Plan, checkpoints to confirm alignment with SBC Operating Model

Overall	Schedule	Scope	Risk	Issues
G	G	G	A	G

SBC/Live Borders Transformational Change Programme

ID	Project	Grouping	Priority	RAG	Progress	Lead Org	Start Date	Finish Date	Duration (days)
FW5	Develop a Community Engagement Support Plan	Property	HIGH		↑	SBC	01/01/2024	31/03/2024	90
IG1	Explore options around phasing of Management Fee payments	Financial	HIGH	ON HOLD	→	SBC	01/01/2024	31/03/2024	90
IG2	Review of Pricing	Financial	CRITICAL		↑	Joint	01/01/2024	31/03/2024	90
IG5	Consider admission charges for museums	Financial	HIGH		↑	Joint	01/01/2024	31/03/2024	90
IG6	Develop a Fund Raising Strategy (and targets)	Financial	CRITICAL		↑	Live Borders	01/01/2024	31/03/2024	90
IG8	Review of One Club Scheme	Financial	HIGH		↑	Live Borders	01/01/2024	31/03/2024	90
P1	Review of Maintenance & Repairs Models	Financial	CRITICAL		↑	Joint	01/01/2024	31/03/2024	90
OP4	Review Live Borders Board arrangements (Elected Members)	Governance	CRITICAL		↑	Joint	01/01/2024	31/03/2024	90
OP5	Skills Audit of LB Trustees & Senior Managers	Operational	CRITICAL		↑	Live Borders	01/01/2024	31/03/2024	90
P2	Commission Building Condition & Structural Surveys	Property	CRITICAL		↑	SBC	01/02/2024	31/05/2024	120
IG3	Live Borders review ancillary offerings	Financial	HIGH		↑	Live Borders	01/01/2024	29/06/2024	180
OP3	Review Booking Systems	Operational	CRITICAL		↑	Joint	01/01/2024	29/06/2024	180
OP8	Joint review of support services	Financial	HIGH		↑	Joint	01/01/2024	29/06/2024	180
P5	Align SBC & Live Borders financial planning processes for energy costs	Financial	HIGH		↑	SBC	01/01/2024	30/06/2024	90
P4	Review leases with Live Borders	Property	HIGH		↑	SBC	01/04/2024	30/06/2024	90
FW2	Develop a Borders wide Sports Facilities and Health and Wellbeing Strategy	Strategic	HIGH		↑	Joint	01/01/2024	27/09/2024	270
IG7	Deliver proactive Social Prescribing programme through payment of a grant from the He	Financial	MEDIUM	ON HOLD	→	Joint	01/01/2024	27/09/2024	270
New1	Review Governance	Governance	HIGH		→	Joint	01/01/2024	27/09/2024	270
New2	Review Service Provision Agreement (& schedules)	Governance	HIGH		→	Joint	01/01/2024	27/09/2024	270
New3	Review Performance Management Framework	Governance	HIGH		↑	Joint	01/01/2024	27/09/2024	270
OP9	Live Borders increase focus on commercial revenue growth	Financial	CRITICAL		→	Live Borders	01/01/2024	27/09/2024	270
P6	Review Community Centres with Live Borders	Property	HIGH		→	Joint	01/01/2024	27/09/2024	270
FW4	Strategic Review of Museum Provision	Property	HIGH		↑	Joint	01/04/2024	28/09/2024	180
IG4	Offer rental agreements to third party service providers	Financial	MEDIUM		↑	Live Borders	01/04/2024	28/09/2024	180
IG9	Consider Corporate Partnering including salary sacrifice options	Financial	MEDIUM		↑	Live Borders	01/04/2024	28/09/2024	180
OP6	Create a process for staff innovation	Operational	HIGH		↑	Live Borders	01/04/2024	28/09/2024	180
OP7	Develop & Implement robust staff performance appraisal system	Operational	MEDIUM		↑	Live Borders	01/04/2024	28/09/2024	180
CHK	FINANCIAL CHECKPOINT - alignment to vision	Financial	CRITICAL		↑	Joint	22/02/2024	31/12/2024	365
FW3	Develop a Borders wide Cultural and Arts Strategy	Strategic	HIGH		↑	Joint	01/01/2024	31/12/2024	365

Gantt chart month columns (Jan-24 through Dec-24) accompany each row indicating the project duration period.

SBC/Live Borders Transformational Change Programme

ID	Project	Grouping	Priority	RAG	Progress	Lead Org	Start Date	Finish Date	Duration (days)	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
GTOS	GTOS Actions	Financial	HIGH		→	Live Borders	14/03/2024	31/12/2024	292												
OP1	Develop a Business Plan & Business Continuity Plan	Strategic	CRITICAL		↑	Live Borders	01/01/2024	31/12/2024	365												
OP2	Develop a Marketing & Communications Strategy & Implementation Plan	Strategic	CRITICAL		→	Live Borders	01/01/2024	31/12/2024	365												
P3	Commission Energy Audits	Property	CRITICAL		→	SBC	01/01/2024	31/12/2024	365												
P7	Conduct a detailed options appraisal - Property & Services	Financial	HIGH		↑	Joint	01/01/2024	31/12/2024	365												
P8	Expand strategic approach for shared school/community use	Strategic	HIGH		→	Joint	01/01/2024	31/12/2024	365												
FW1	Develop an SBC Property Rationalisation and Disposal Strategy	Strategic	MEDIUM		→	SBC	01/01/2025	30/06/2025	180												

RAG Indicator Criteria

Indicator	Definition	Action
G	• The project is performing to plan	No action required
A	• Time, Cost or Scope are at risk • Deviation is within agreed tolerances • Situation can be dealt with by Project Manager or Project Delivery team	Project Sponsor and Steering Group need to be notified
R	• Time, Cost or Scope exceed tolerances set by the Project Board • Situation cannot be solely dealt with by Project Manager or Project Team and Senior Management involvement is required	Immediate escalation to Project Sponsor and consult whether an emergency Steering Group is required.

Overall	
	Green if all RAG indicators are Green or 1 is Amber
	Amber if 2 or more RAG indicators are Amber and no Red indicator
	Red if any indicators are Red

BRAG – Black is added to denote a showstopping/catastrophic event, e.g. a supplier going out of business
PRAG – Purple indicates a situation that is worse than red, but only applies for a short period, e.g. a disaster recovery situation but things will return to normal
RAGB – Blue is included for activities that have been successfully completed
RAGG – Grey is added to indicate not yet started

PROG
→
↑
↓

Cost	• Green if variance % is equal to 0%. • Amber if variance % is between 0% and 5%. • Red if variance % is greater than 5%.
Schedule	• Green if all key / major milestones are on target. • Amber if one or more key / major milestones is delayed between 0 and 10% of the overall schedule duration. • Red if one or more key / major milestones are delayed by more than 10%.
Scope	• Green if Scope is baselined and variations in Scope have 0% impact on Schedule and/or Cost. • Amber if Scope is baselined and variations in Scope have between 0% and 5% impact on Schedule and/or Cost. • Red if Scope is not baselined or variations in Scope has greater than 5% impact on Schedule and/or Cost.
Issues	• Green if all open Issues have effective treatment plans which result in residual impacts being within accepted tolerances for Cost, Schedule and Scope. • Amber if all open Issues have effective treatment plans which result in residual Impacts that will cause Cost, Schedule or Scope to be Amber. • Red if all open Issues have effective treatment plans which result in residual impacts that will cause Cost, Schedule or Scope to be Red.
Risks	• Green if all open Risks have effective mitigation plans which result in residual Risks being within accepted tolerances for Cost, Schedule and Scope. • Amber if all open Risks have effective mitigation plans which result in residual Risks that could cause Cost, Schedule and Scope to be Amber. • Red if all open Risks have effective mitigation plans which result in residual Risks that could cause Cost, Schedule and Scope to be Red.