



SCOTTISH BORDERS COUNCIL

TRANSFORMATION PROGRAMME 2025-2030





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SCOTTISH BORDERS COUNCIL TRANSFORMATION PROGRAMME 2025-2030

A STRATEGIC PLAN FOR CONTINUOUS PROGRESS AND INNOVATION

INTRODUCTION

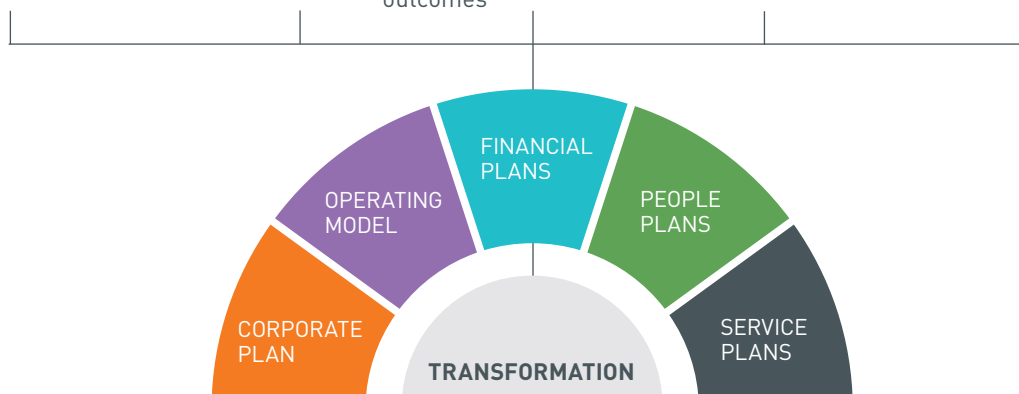
The Scottish Borders Council's Transformation Programme (2025-2030) is a forward-looking series of initiatives designed to modernise services, improve efficiency, and ensure financial sustainability for Council Services. It sits within the 'Working Together – Improving Lives' theme of the Council Plan, and is designed to enable, support and deliver projects across all six of the Council Plan Themes.

The programme will facilitate innovation and investment in new ways of working, always with a strategic focus on facilitating permanent financial benefits of around £34 Million over the next 5 years. The programme is closely aligned with the nine broad workstreams of SBC's Operating Model and will be delivered according to those principles.

This document outlines the vision, objectives, key focus areas, governance structure and evaluation framework for the Transformation Programme.

VISION

SBC's Transformation Programme supports the delivery of the Council Plan and Financial Plan by delivering positive organisational change that fosters innovation, enhances services, and achieves efficiencies and savings to ensure financial sustainability for the long term. SBC aspires to be recognised for innovation and digital excellence by delivering a Transformation Programme which facilitates high-quality, accessible, and efficient services, delivered with transparency and accountability, ensuring the best outcomes for our community.

01Digitally Enabled
Frontline Services**02**Streamlined
Processes
and Increased
Productivity**03**Development of
ambitious programmes
that deliver major
change and better
outcomes**04**Focussed Activity
Driven by Detailed
Value Analysis**05**Shaped by Community
Engagement and
Inclusion

DELIVERING FINANCIAL SUSTAINABILITY

To ensure financial sustainability, we will:

- Identify efficiencies and new ways of working that will improve the capacity of individuals to realise cost-saving measures and optimise resource allocation to maximise value for money.
- Explore innovative income generation & funding opportunities, and partnerships to support our initiatives.
- Regularly review and adjust our transformation programme in line with SBC's Financial Plans, People Plans and other key internal and external drivers.

MODERNISING SERVICES

Our commitment to modernising services includes:

- Embracing digital transformation to enhance service delivery and improve customer experience.
- Investing in and maximising the use of technology and infrastructure to support efficient and effective operations.
- Streamlining processes and adopting best practices to ensure high-quality services.

ENSURING EFFICIENCY AND EFFECTIVENESS

To be as efficient and effective as possible, we will:

- Foster a culture of continuous improvement and innovation within the Council.
- Develop and implement excellent use of data and performance management systems to monitor progress, drive accountability and facilitate effective decision-making.
- Engage with stakeholders, including citizens, businesses, and other public sector organisations, to ensure that our services meet their needs and expectations.

KEY FOCUS AREAS

SBC will seek to focus on high impact transformation projects, which deliver tangible financial and non-financial benefits. This will include a series of 'flagship' projects, which will be updated and evolve in line with the changing needs and context over the coming 5 years. The following approaches will be at the heart of the Transformation Programme.

1. Digitally Enabled Frontline Services

Effective digital working will be central to the Transformation Programme. This includes:

- Mobilising frontline staff through the effective use of digital devices.
- Facilitating the sharing of real time data between customers, managers and staff.
- Developing a user-friendly online interface for council services.

2. Streamlined Processes and Increased Productivity

The programme will continue a wide-ranging series of measures through:

- Process re-engineering across all services.
- Engagement with staff across all services to identify streamlining and productivity opportunities.
- Implementing AI and automation where feasible to improve efficiency.

3. Development of ambitious programmes that deliver major change and better outcomes

- Services will be encouraged to think outwith the current delivery models and service approaches, where opportunities exist for even greater impacts.
- Investment will be made available where a demonstrable financial business case can evidence a return on investment over time.
- Partnerships with other local and national partners from public and private sector will be explored to ensure the scale of opportunity is not restrictive

4. Focussed Activity Driven by Detailed Value Analysis

All major Transformation activity will be subject pre-emptive value analysis to determine the scale of benefits opportunities both financial and non-financial. This will inform prioritised resources and provide targets to measure success against. SBC has an established technique for this analysis and will maintain a trained cohort of staff in order to facilitate and embed this approach on an ongoing basis.

5. Shaped by Community Engagement and Inclusion

This programme will follow SBC's Community Engagement Strategy & Toolkit to ensure that communities are at the heart of all transformation developments, particularly those with a direct impact on services and quality of life. Integrated Impact Assessments will continue to be undertaken for all transformation projects.



Activities will include:

- Proactive engagement with communities on transformation projects to provide transparency and gather feedback.
- Ensuring the Transformation programme and projects are identifying the needs of underrepresented groups and designing the approach accordingly.
- Providing communications and accessible channels for feedback and input on council initiatives.

GOVERNANCE STRUCTURE

The Transformation Programme will operate within a clear governance framework, which will facilitate effective and agile decision-making.

Key elements include:

- Programme Board – Council Management Team: CMT will function as SBC's overarching Transformation Board.
- Elected Member Engagement & Reporting: As well as regular reporting to Council and other Committees, the cross-party Transformation Working Group will function as a sounding board for all projects and programmes as part of the annual financial planning cycle. Member briefings will also regularly discuss various transformation projects.
- Project Boards – all projects will have identified boards, albeit the formality and structure of these boards will be proportionate to the nature of the individual projects.
- Project Delivery Teams: Multidisciplinary teams tasked with delivering specific projects within the programme.

PERFORMANCE FRAMEWORK

To ensure accountability and continuous improvement, the programme will adopt a rigorous evaluation framework:

- Key Performance Indicators (KPIs): Metrics will measure progress in areas such as digital service adoption, carbon reduction, economic growth, and workforce satisfaction. KPI's will be tailored to the specific deliverables of the projects to ensure they are meaningful.
- Quarterly Reporting: Regular updates to stakeholders on progress and challenges, including to the Council's Executive Committee.
- Internal Audits: SBC's Internal Audit Team will undertake an audit of the Transformation Programme and specific component parts as part of their annual audit programme.
- Staff and Community Feedback: Ongoing input from residents and from across SBC's workforce to inform adjustments and improvements.

FUNDING AND RESOURCE ALLOCATION

The programme will be resourced and have invested available through a combination of core Transformation Budgets, the Change Fund and through prioritised service spend. Priority will be given to cost-effective initiatives with measurable impacts, a major contribution to Council Plan priorities and a clear return on investment.

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APPENDIX A SBC'S FLAGSHIP PROJECTS – 2025/26

The list of projects below highlights the key areas of focussed Transformation activity for 2025/26, which will be updated as additional projects are agreed. Progress against these projects and any additions to this list will be overseen by CMT and reported regularly to the Executive Committee. These projects and others seek to deliver in the region of £7 Million of savings in 2025/26.

Pathfinder Digital Programme – including:

- Adult Social Work Pathfinder (Phase 2)
- Children and Families Social Work
- Protective Services

The programme is targeted at 3 key areas, focussed on extensive transformation of processes, mobile working and use of key data. The programme will also identify a route map for further service roll out, expected to be targeted at Environment and Infrastructure following successful completion of these projects.

Digital Commercialisation – Identifying areas of commercialisation potential, initially focussed on Inspire Learning, and exploring potential of the Digital Estate and other opportunities. This is likely to be a long-term programme establishing a route map for further years.

Productivity – Linked to the 90% Programme and Service Plans, the productivity workstream is looking for efficiencies utilising AI, leveraging Microsoft Programmes, and approaching Meetings, Emails, Printing and Photocopying and other processes with a subjective review to identify areas of improvement.

Out of Area Placements – progressing the work commenced in 2024/25 through to delivery under the four workstreams.

Live Borders Joint Transformation Programme – Continued delivery of a wide-ranging programme of transformation to support Live Borders into a sustainable financial position.

Servitor Replacement Project - Project to remove the Servitor Job Costing System and effect significant business change.

CASS and Business Support Service Review – Review of services using the value analysis work undertaken to focus on greatest areas of opportunity based on fundamental changes to operating model and digital ways of working.

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TRANSFORMATION

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