PERTH AND KINROSS COUNCIL

Strategic Policy and Resources Committee

2 December 2015

TRANSFORMATION PROGRAMME 2015-2020 : PHASE 1 PROGRESS

Report by the Depute Chief Executive
(Sustainability, Strategic and Entrepreneurial Development)

> This report updates the Committee with detailed monitoring information on the progress of the Phase 1 (2015/16) Transformation Reviews, and outlines a proposed approach to initiating business cases for the second phase of Transformation Reviews, scheduled for commencement in 2016/17.

1. BACKGROUND/MAIN ISSUES

1.1 The Council's Transformation Strategy 2015-2020 'Building Ambition' and new Organisational Development Framework was approved by Council on 1 July 2015. Together they detail how we will deliver transformation across the Council over the next five years. Accompanying the strategy is a programme of major reviews, which are considered to be key drivers and enablers of transformation across the organisation.

1.2 The transformation programme is focussed on continuing our proactive approach to public service reform, and embracing change that keeps Perth and Kinross Council in a position of strength, to meet the new and significant challenges ahead. The overall programme of reviews, and their phased timescale, is detailed in Appendix 1.

1.3 A report to Strategic Policy and Resources Committee (report number: 15/397) on 23 September 2015 advised that Outline Business Cases (OBCs) had been prepared for `phase 1` transformation projects (i.e those projects scheduled for commencement in 2015/16). The Committee approved the release of £ 3,283,000 funding from the Reserve earmarked for transformation activities (including £586,000 for 2015/16), and £20,000 funded by the Housing Revenue Account in 2015/16, to provide initial capacity and support to secure the effective delivery of the reviews detailed in the report. At the time of the report, the level of resource in the reserve earmarked for Transformation was £13.3m. Based on the information contained in the OBCs, the totality of general fund recurring savings from all phase 1 reviews was projected at approximately £11,600,000 by 2019/20.

1.4 The report also identified the next stage in the process as the development of project scoping reports for phase 1 reviews. These scoping reports set out the full terms of reference, including aims, objectives, timescales, methodology, resources, project plan and risk log for each review.

1.5 Scoping reports for all phase 1 projects were completed by the end of October. These reports were considered by the Executive Officer Team on 10 November 2015. Reports were considered for the following areas of review:

- Corporate property asset management review
- Procurement reform review
- Smart Perth and Kinross: Perth and Kinross open data review
- Strategic commissioning with the 3rd sector
- Corporate digital services and myAccount review
- Mobile working review
- Communities first review
- Review of residential care
- Home First: Review of homeless service
- Review of HCC repairs service
- Review of Facility Management (FM) service arrangements (including Tayside contracts)
- Review of community campuses contract
- Review of catering services
- Early years strategy phase 3 review
- Securing the future of the school estate
- Review of community care packages
- Review of roads activities
- Review of recycling service
- Modernising performance reporting review
- Modernising licenses, permissions and approvals processes review
- Grounds Maintenance- shift working review
- Review of day care services

1.6 The Strategic Policy and Resources Committee on 23 September 2015 also agreed governance arrangements for the Transformation Programme with monitoring reporting as follows:

- Executive Officer Team Change and Transformation Board on a six weekly basis;
- Modernising Governance Member Officer Working Group at each meeting;
- Strategic Policy and Resources Committee at each meeting; and
- annually to Council.

2 PROPOSALS

2.1 The main elements of the Scoping Reports for each of the Phase 1 reviews have been summarised in Appendix 2. This includes the key milestones, their target dates, and projected savings. This reporting format has been used as the monitoring tool at Executive Officer Team and the Modernising Governance Member Officer Group for the previous transformation programme (2010-2015). It is proposed to use this same format for monitoring progress with 2015-2020 Transformation Programme, and for ongoing update reporting to the Strategic Policy and Resources Committee.

2.2   Work is about to commence on requesting Services to produce Outline
        Business Cases for the 'Phase 2' Transformation reviews, which are
        scheduled for commencement in 2016/17. It is proposed that this process will
        follow the same route as phase 1 Reviews, where Outline Business Cases are
        developed initially, to established the viability of the proposal, to give a clear
        identification of the potential savings, and also highlight levels of capacity and
        resources to deliver the review.

2.3   It is proposed to report the progress with development of the phase 2 OBCs,
        including any budget implications, to the Strategic Policy and Resources
        Committee on 10 February 2016.

3   **CONCLUSIONS AND RECOMMENDATIONS**

3.1   The Council's Transformation Strategy and Programme 'Building Ambition`
        2015-2020, and new Organisational Development Framework will ensure that
        the Council maintains its status as one of the highest performing local
        authorities in Scotland, and is in a strong position to face the complex
        challenges ahead. This report updates the Committee on phase 1 of the
        Transformation Programme with the development of scoping reports for the
        projects, which are underway this financial year.

3.2   This work will support the future sound management of the organisation. The
        report seeks authority to proceed with these reviews and to initiate the next
        phase of Transformation Outline Business Cases.

3.3   It is recommended that the Committee:

        (a)   Notes the progress of the phase 1 Transformation reviews (appendix 2)
                and

        (b)   Agrees to commencing the next phase (Phase 2) of Transformation
                Outline Business Cases, due for 2016/17, with a further report to be
                submitted to the Committee on 10 February 2016.

Author

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Approved

Name	Designation	Date
Jim Valentine	Depute Chief Executive (Sustainability, Strategic & Entrepreneurial Development)	19 November 2015

1. **IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION**

Strategic Implications	Yes / None
Community Plan / Single Outcome Agreement	**Yes**
Corporate Plan	**Yes**
Resource Implications	
Financial	**None**
Workforce	**None**
Asset Management (land, property, IST)	**None**
Assessments	
Equality Impact Assessment	**None**
Strategic Environmental Assessment	**None**
Sustainability (community, economic, environmental)	**None**
Legal and Governance	**None**
Risk	**Yes**
Consultation	
Internal	**Yes**
External	**None**
Communication	
Communications Plan	**Yes**

1 **Strategic Implications**

Community Plan/Single Outcome Agreement

1.1 The proposals relate to the delivery of the Perth and Kinross Community Plan/Single Outcome Agreement in terms of the following priorities:

(i) Giving every child the best start in life
(ii) Developing educated, responsible and informed citizens
(iii) Promoting a prosperous, inclusive and sustainable economy
(iv) Supporting people to lead independent, health and active lives
(v) Creating a safe and sustainable place for future generations

Corporate Plan

1.2 The Council's Corporate Plan 2013 – 2018 lays out five outcome focussed strategic objectives which provide clear strategic direction, inform decisions at a corporate and service level and shape resources allocation. They are as follows:

(i) Giving every child the best start in life;
(ii) Developing educated, responsible and informed citizens;
(iii) Promoting a prosperous, inclusive and sustainable economy;
(iv) Supporting people to lead independent, healthy and active lives; and
(i) Creating a safe and sustainable place for future generations.

1.3   The report relates to all of these objectives.

2.   Resource Implications

Financial

2.1   There are no direct financial implications arising from this report.

Workforce

2.2   There are no direct workforce implications arising from this report.

Asset Management (land, property, IT)

2.3   There are no direct asset management implications arising from this report.

3.   Assessments

Equality Impact Assessment

3.1   Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.

3.2   The information contained within this report has been considered under the Corporate Equalities Impact Assessment process (EqIA) and has been assessed as not relevant for the purposes of EqIA.

Strategic Environmental Assessment

3.3   The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals.

3.4   The proposals within this report have been considered under the terms of the act and no further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

Sustainability

3.5   Under the provisions of the Local Government in Scotland Act 2003 the Council has to discharge its duties in a way which contributes to the achievement of sustainable development. In terms of the Climate Change Act, the Council has a general duty to demonstrate its commitment to sustainability and the community, environmental and economic impacts of its actions.

3.6   The information contained within this report has been considered under the Act. However, no action is required as the Act does not apply to the matters presented in this report.

4.   Consultation

Internal

4.1   The Head of Finance, Corporate Human Resources Manager and Head of Legal Services were consulted in the preparation of this report.

External

4.2   Not applicable.

5.   Communication

5.1   Communications with staff will be undertaken as part of the individual reviews.

2.   BACKGROUND PAPERS

The background papers referred to within the report are:

Report 15/592: Building Ambition: The Council's Transformation Strategy 2015-2020 and Organisational Development Framework

3.   APPENDICES

Appendix 1 – Transformation Programme 2015-2020 Timeline
Appendix 2 – Monitoring Report Phase 1 Transformation Projects

TRANSFORMATION PROGRAMME 2015-2020 TIMELINE

No	Title	Type (see note 4)	Timescales for initiation		
			15/16	16/17	17/18
1	Corporate Property Asset Management Review	O	▨		
2	Procurement Reform Review	O	▨		
3	Smart Perth and Kinross: Perth and Kinross Open Data	O	▨		
4	Strategic Commissioning with the 3rd sector	S	▨		
5	Corporate Digital Services and my Account Review	O	▨		
6	Mobile Working Review	O	▨		
7	Communities First Review	O	▨		
8	Review of Older People's Services: Residential Care (see note 1)	O	▨		
9	Review of Community Capacity and Empowerment	O		▨	
10	Home First: Review of Homeless Service	O	▨		
11	Residential care services (children and young people)			▨	
12	Building for Communities Review			▨	
13	Review of School Staffing Standards				▨
14	Review of HCC Repairs Service	O	▨		
15	Review of Facility Management (FM) Service arrangements	O	▨		
16	Electronic Document Management	O		▨	
17	Review of Community Campuses Contract Arrangements	O	▨		
18	Review of Catering Services	O	▨		
19	Early Years Strategy Phase 3 Review		▨		
20	Review of Inclusion Services			▨	
21	Securing the Future of the School Estate	O	▨		
22	Review of Community Care Packages	O	▨		
23	Review the Delivery of Class Contact Time			▨	
24	Expansion of Family Based Care Review			▨	
25	Council Vehicle Fleet Utilisation and Optimisation Review			▨	
26	Review of Efficiencies in ICT			▨	
27	Review of Council Assets for Commercial Sponsorship			▨	
28	Review of Roads Activities	O	▨		
29	Review of Recycling Service	S	▨		
30	Review of Working Week Arrangements in Schools			▨	
31	Community Greenspace Review			▨	
32	Public Toilet Best Value Review			▨	

APPENDIX 1

No	Title	Type (see note 4)	Timescales for initiation		
			15/16	16/17	17/18
35	**Modernising Licences, Permissions and Approvals Processes**	O	▓		
36	**Review of Administrative Support Services**			▓	
37	**Inveralmond Reuse Shop Review**			▓	
38	**Grounds Maintenance – Continental Shift Working Review**	S	▓		
39	**Review of Event Management**			▓	
40	**Review of Adult Day Services (see note 1)**	O	▓		
41	**Review of Finance (see note 2)**			▓	

Notes

1.   The scope for the Review of Older People's Services as approved by Council on 1 July 2015 has been sub divided into two sub-reviews - Adult Day Services, and Residential Care.

2.   Following scoping work on the Administration review (also approved by Council on 1 July 2015), it was considered beneficial to subdivide that review, to include a review of Finance functions into the programme

3.   The Optimising and Peripheral Workforce Review is to be incorporated as a sub-element of the Procurement Reform Review

4.   Key to 'Type' column – O = Outline Business Case required; S = scoping approach required

Transformation 2015-20 Projects By Service

Note: savings indicated are yet to be approved as part of the budget process

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Projected Saving 2015/16(£000s)	Projected Saving 2016/17(£000s)	Projected Saving 2017/18(£000s)	Projected Saving 2018/19(£000s)	Projected Saving 2019/20(£000s)	Projected Saving Total (£000s)
Corporate Projects											
Business Transformation Programme											
BT000377	**Corporate- Modernising Performance Reporting Review** – using technology better to transform the presentation of performance management information, allowing more efficient, effective and instant access to Council performance data, for all users of the information	Keith McNamara	01/11/15	30/06/16	On Target	0	34		0	0	34

Key Milestones :		Progress to Date :
		10/11/15
• Establish project team members	30/11/15	
• Completion of baseline assessment	31/01/16	OBC approved by EOT on 1/9/15.
• Consultation with stakeholders	29/02/16	Scoping report prepared for approval by EOT on 10/11/15.
• Consultation with performance management software companies	29/02/16	
• Complete options appraisal	31/05/16	

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Recently Completed   On Target   Some Issues

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Projected Saving 2015/16(£000s)	Projected Saving 2016/17(£000s)	Projected Saving 2017/18(£000s)	Projected Saving 2018/19(£000s)	Projected Saving 2019/20(£000s)	Projected Saving Total (£000s)
BT000366	**Corporate- Corporate Property Asset Management Review** – reviewing the Council's property assets, to provide a property estate which is appropriately sized for requirements, well used, properly maintained, integrated with partner organisations' asset management plans, maximizing collaborative opportunities, and is in appropriate geographical locations	Stephen Crawford	01/11/15	30/06/20	On Target	0	0	190	605	1000	1795

Key Milestones :

🟩 • Data gathering and development of programme plan for "Place based/ Area Asset Management Review"	31/12/16

Progress to Date :
10/11/15

Community Planning Partnership areas will be sub-divided into place-based localities.

- A working group will be formed and a data trawl will take place to identify properties, costs, condition, use and potential development opportunities.
- A secondary exercise (commenced) will map all other public sector property in the area.

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Projected Saving 2015/16	Projected Saving 2016/17	Projected Saving 2017/18	Projected Saving 2018/19	Projected Saving 2019/20	Projected Saving Total
BT000379	**Corporate- Modernising Licenses, Permissions and Approvals Processes Review** – streamlining and digitalizing the process for licences, approvals and permissions, to allow online applications, automated information checking and consultations, and issue of approvals/authorisations electronically, saving officer/administrative time and delivering a better, cheaper, quicker service to the applicant	Keith McNamara	05/10/15	01/04/18	On Target	0	0	40	0	0	40

Key Milestones :

🟩 • Complete list of all licenses and permissions	13/11/15
🟩 • Identify all hardware requirements, software licenses and users	13/11/15
🟩 • Questionnaire approved after consultation	13/11/15
🟩 • Process mapping, physical structure analysis and cost complete	21/12/15

Progress to Date :
10/11/15

Over 140 licenses or permissions that require consideration have been identified. A questionnaire to support Process Mapping Physical Structure Analysis and cost has been drafted and will be circulated for consultation with Digital Transformation Project. The milestones identified will form the basis of shared information and further milestones will be dependent/ identified from other projects.

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🟦 Recently Completed   🟩 On Target   🟨 Some Issues

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Projected Saving 2015/16(£000s)	Projected Saving 2016/17(£000s)	Projected Saving 2017/18(£000s)	Projected Saving 2018/19(£000s)	Projected Saving 2019/20(£000s)	Projected Saving Total (£000s)
BT000368	**Corporate- Corporate Digital Services and my Account Review** – Developing a whole organization transformational approach to online services, and 'channel shift' (from face to face and telephone services, to online) which delivers savings, maximizes digital inclusion and improves customer satisfaction by giving access to Council services online anytime, anywhere, and from any device.	Lynne Harris	01/10/15	01/04/18	On Target	0	105	44	-53	26	122

Key Milestones :

■	• Project manager appointed	31/10/15
■	• Initial meeting with financial controllers taken place	31/10/15
■	• Scoping report completed	31/10/15
■	• Governance approach agreed	31/12/15
■	• Engagement/ Comms plan created	31/12/15
■	• Completion of Full Business Case	31/01/16

Progress to Date :
10/11/15

Initiation stage of the project complete.

Scoping report prepared for approval by EOT on 10/11/15.

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status						
BT000369	**Corporate- Mobile Working Review** – Implementing a corporate mobile solution which automates key tasks, processes and work flow to improve productivity, efficiency and quality, reducing the requirement for staff to navigate numerous systems, and supporting the workforce to be more mobile, and work more efficiently and effectively.	Dave Adams	01/10/15	01/04/18	On Target	0	54	186	200	-12	428

Key Milestones :

■	• Project manager appointed	31/10/15
■	• Initial meeting with financial controllers taken place	31/10/15
■	• Scoping report completed	31/10/15
■	• Governance approach agreed	31/12/15
■	• Engagement/ Comms plan created	31/12/15
■	• Completion of Full Business Case	31/01/16

Progress to Date :
10/11/15

Initiation stage of the project complete.

Scoping report prepared for approval by EOT on 10/11/15.

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■ Recently Completed   ■ On Target   ■ Some Issues

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Projected Saving 2015/16(£000s)	Projected Saving 2016/17(£000s)	Projected Saving 2017/18(£000s)	Projected Saving 2018/19(£000s)	Projected Saving 2019/20(£000s)	Projected Saving Total (£000s)
BT000367	**Corporate- Procurement Reform Review** - achieving further savings from procurement activities though closer management of suppliers, maximizing use of collaborative procurement consortia, development of professional procurement skills for staff, improved monitoring and reporting systems, and managing demand through re-specifying products and services.	Mary Mitchell			On Target	0	500	1000	1000	0	2500

Key Milestones :

🟩	• Scoping report approved by EOT	10/11/15
🟩	• Complete baseline assessments	14/11/15
🟩	• Complete initial benchmarking and consultation	30/11/15
🟩	• Options appraisal	31/03/16
🟩	• Refinement of options for each theme	30/04/16
🟩	• Amendments to draft implementation plan	30/04/16

Progress to Date :

10/11/15

Tasks as set out in the Project Plan are complete to 10/11/15.

A baseline assessment of Procurement Capability was carried out by independent assessors on 28/10/15. Information gathered during this exercise is being used to shape the implementation plan.

| **Total** | | | | | | 0 | 693 | 1460 | 1752 | **1014** | 4919 |

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Education and Children's Services

Business Transformation Programme

| BT000358 | **ECS - Review of Catering Services** – examining optimum production, menu and service arrangements and looking at options for area based kitchens and partnership working with other organisations to ensure the most efficient and effective service. | Simon Farrer | 01/09/15 | 31/03/20 | On Target | 0 | 0 | 0 | 200 | 0 | 200 |

Key Milestones :

🟦	• Approval by EOT	01/09/15
🟦	• Approval by SP&R	23/09/15
🟩	• Scoping Report approved by EOT	10/11/15
🟩	• Completed Report (by Tayside Contracts)	04/12/15

Progress to Date :

10/11/15

- OBC approved by EOT on 1/9/15
- New transformation project and as a result yet to formally commence
- Scoping Report prepared for approval by EOT on 10/11/15
- Tayside Contracts taking the lead on this project and are currently preparing a report for reporting through the Tayside Contracts' Governance and Strategy Group

🟦 Recently Completed 🟩 On Target 🟨 Some Issues

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Projected Saving 2015/16(£000s)	Projected Saving 2016/17(£000s)	Projected Saving 2017/18(£000s)	Projected Saving 2018/19(£000s)	Projected Saving 2019/20(£000s)	Projected Saving Total (£000s)
BT000361	**ECS - Review of Community Campuses Contract Arrangements** – reviewing Community Campus contracts and charging to identify efficiency savings and commercial opportunities	Andy Cook, Jim Cockburn	01/09/15	31/03/20	On Target	0	0	180	0	0	180

Key Milestones :

- Approval by EOT — 01/09/15
- Approval by SP&R — 23/09/15
- Scoping Report approved by EOT — 10/11/15
- Options appraisal complete — 31/12/15
- Project Team established and Project Plan agreed — 29/01/16

Progress to Date :

10/11/2015

- OBC approved by EOT on 1/9/2015
- New transformation project and as a result yet to formally commence
- Scoping report prepared for approval by EOT on 10/11/2015

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Projected Saving 2015/16	Projected Saving 2016/17	Projected Saving 2017/18	Projected Saving 2018/19	Projected Saving 2019/20	Projected Saving Total
BT000362	**ECS - Review of Facility Management (FM) Service arrangements (including Tayside Contracts**) – reviewing janitorial and cleaning arrangements, building security/access, maintenance functions and enhanced partnerships between the Council, Tayside Contracts and the community, by redefining the service, management arrangements and job profiling, to deliver savings.	Simon Farrer	01/09/15	31/03/20	On Target	0	50	100	50	0	200

Key Milestones :

- Approval by EOT — 01/09/15
- Approval by SP&R — 23/09/15
- Scoping report approved by EOT — 10/11/15
- Project Team established and Project Plan agreed — 29/01/16
- Project outcome/implementation — 30/03/18

Progress to Date :

10/11/2015

- OBC approved by EOT on 1/9/2015
- New transformation project and as a result yet to formally commence
- Scoping report prepared for approval by EOT on 10/11/2015

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■ Recently Completed   ■ On Target   ■ Some Issues

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Projected Saving 2015/16(£000s)	Projected Saving 2016/17(£000s)	Projected Saving 2017/18(£000s)	Projected Saving 2018/19(£000s)	Projected Saving 2019/20(£000s)	Projected Saving Total (£000s)
BT000360	**ECS - Securing the Future of the School Estate** – Reviewing the school estate to make the most effective and efficient use of buildings, and staff across the estate.	Carol Taylor		31/03/20	On Target	0	0	0	600		600

Key Milestones :

■	• Approval by EOT	01/09/15
■	• Approval by SP&R	23/09/15
■	• Scoping report approved by EOT	10/11/15
■	• Obtain political approval to go out to consultation - paper to LLC	09/03/16
■	• High level options appraisal	31/05/16
■	• Committee approval of options to be developed in detail	30/06/16
■	• Pre-consultation/Informal consultation and Rural aspect / Community impacts	30/06/17
■	• Proposal papers/Options appraisals	30/06/17
■	• Statutory consultation concluded	30/06/18

Progress to Date :
10/11/2015

- OBC approved by EOT on 1/9/2015
- New transformation project and as a result yet to formally commence
- Scoping report prepared for approval by EOT on 10/11/2015
- Milestones are indicative and predicated on political approval being received.

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Projected Saving 2015/16(£000s)	Projected Saving 2016/17(£000s)	Projected Saving 2017/18(£000s)	Projected Saving 2018/19(£000s)	Projected Saving 2019/20(£000s)	Projected Saving Total (£000s)
BT000364	**ECS- Early Years Strategy Phase 3 Review** – developing the third phase of the early years strategy, to ensure we provide efficient and effective services at a more local level.	Sheena Devlin			Not Started	0	165	42	0	0	207

Key Milestones :

■	• Approval by EOT	01/09/15
■	• Scoping Report approved by EOT	10/11/15
■	• Baseline Assessment	31/1/16
■	• Options appraisal	28/2/16

Progress to Date :
10/1

- Scoping report prepared for approval by EOT on 10/11/2015
- Existing OBC revised in light of budget savings for next 3 years.
- New transformation project and as a result yet to formally commence

■ Recently Completed   ■ On Target   ■ Some Issues

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Projected Saving 2015/16(£000s)	Projected Saving 2016/17(£000s)	Projected Saving 2017/18(£000s)	Projected Saving 2018/19(£000s)	Projected Saving 2019/20(£000s)	Projected Saving Total (£000s)
BT000365	**ECS- Strategic Commissioning with the 3rd Sector** – Developing a strategic commissioning approach to services for children, young people and families, to ensure that Council funds are more efficiently targeted to meet strategic objectives, and support 3rd sector groups to explore new ways to deliver services, diversify their funding base, and draw upon new and alternative funding streams.	Jacqueline Pepper			Not Started	0	45	41	37	0	123

Key Milestones :

🟦	• Approval by EOT	01/09/15
🟩	• Scoping Report approved by EOT	10/11/15
🟩	• Review of SLAs	30/12/15
🟩	• Options prepared	28/2/16

Progress to Date :

10/11/2015

- Scoping report prepared for approval by EOT on 10/11/2015
- New transformation project and as a result yet to formally commence.

Total						0	260	363	887	0	1510

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🟦	Recently Completed	🟩	On Target	🟨	Some Issues

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Projected Saving 2015/16(£000s)	Projected Saving 2016/17(£000s)	Projected Saving 2017/18(£000s)	Projected Saving 2018/19(£000s)	Projected Saving 2019/20(£000s)	Projected Saving Total (£000s)
Housing and Community Care											
Business Transformation Programme											
BT000370	**HCC- Communities First Review-** Reviewing options around reshaping current commissioning arrangements, co-production opportunities with communities, innovative mobile technologies and developing a wider market provision, which will support people to live as independently as they can, with greater choice and control, and accessing Council services only when they need them.	John Gilruth	30/11/15	30/03/18	On Target	0	72	522	0	0	594

Key Milestones :

- Conduct a baseline assessment of current community led initiatives to identify existing alternative mechanisms for accessing social care support within localities — 31/01/16
- Undertake a gap analysis study co-produced with communities, to enable wider understanding of what may be required in the future around social care support — 28/02/16
- Identify the steps required to support the development of a future market place which empowers communities to become more self-sustaining — 28/02/16
- Make recommendations for improvement to ensure that future arrangements meet the requirements of both the Public Bodies (Joint Working) (Scotland) Act 2014 and the Social Care (Self Directed Support) (Scotland) Act 2013 — 28/02/16

Progress to Date :
10/11/2015

Savings still to be approved as part of the Budget Setting process.

Total investment approved across the three years is £725,000

OBC approved by EOT 01/09/2015. Scoping report prepared for approval by EOT on 10/11/2015.

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Recently Completed
On Target
Some Issues

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Projected Saving 2015/16(£000s)	Projected Saving 2016/17(£000s)	Projected Saving 2017/18(£000s)	Projected Saving 2018/19(£000s)	Projected Saving 2019/20(£000s)	Projected Saving Total (£000s)
BT000371	**HCC- Review of Residential Care** – Reviewing residential care provision to ensure that people are supported to live in the community for longer, and that available care home provision across the full area is fully utilised	Colin Johnston, Diane Fraser	10/11/15	31/03/19	On Target	0	0	0	696	0	696

Key Milestones :

- Appointment of Project Team — 24/12/15
- Develop detail to build action plan — 22/01/16
- Stakeholder analysis and development of communication plan — 22/01/16
- Approval through budget setting process — 11/02/16
- Review current assessed needs of existing Local Authority care home residents to inform future shape of residential care — 31/08/16
- Undertake a period of engagement and consultation with current Local Authority care home residents. — 31/10/16
- Undertake a period of engagement and consultation with current external care home providers to enable improved utilisation of care home. — 31/10/16
- Support people with transitional journey and move to new place of residence. — 31/03/18

Progress to Date :

10/11/2015

Savings still to be approved through the Budget Setting Process.

Total investment for this project and the Review of Day Care is £175,000 across the three year period.

OBC approved by EOT on 01/09/2015. Scoping report prepared for approval by EOT on 10/11/2015.

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Recently Completed   On Target   Some Issues

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Projected Saving 2015/16(£000s)	Projected Saving 2016/17(£000s)	Projected Saving 2017/18(£000s)	Projected Saving 2018/19(£000s)	Projected Saving 2019/20(£000s)	Projected Saving Total (£000s)
BT000372	**HCC – Home First** – providing options for direct access to settled accommodation for homeless people missing out the temporary stage where possible	Lorna Cameron	10/11/15	31/03/17	On Target	0	0	676	0	0	676

Key Milestones :

- Finalise outline Business Case — 30/11/15
- Development of Project Initiation Document — 29/01/16
- Undertake an initial evaluation of existing temporary accommodation — 29/04/16
- Undertake a modelling exercise based on supply and demand to project future needs — 30/12/16
- Undertake assumptions and scenario planning — 30/12/16
- Undertake benchmarking activity — 30/12/16
- Undertake option appraisal and cost benefit analysis — 31/01/17
- Produce Report and submit to SMT with proposals for future provision and delivery of temporary accommodation — 31/01/17
- Develop Implementation Plan — 31/03/17

Progress to Date :
10/11/2015

Savings still to be approved as part of the Budget Setting process.

Investment: 2015/16 = £22k

OBC approved by EOT 01/09/2015. Scoping report prepared for approval by EOT on 10/11/2015.

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Recently Completed

On Target

Some Issues

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Projected Saving 2015/16(£000s)	Projected Saving 2016/17(£000s)	Projected Saving 2017/18(£000s)	Projected Saving 2018/19(£000s)	Projected Saving 2019/20(£000s)	Projected Saving Total (£000s)
BT000381	**HCC- Review of Day Care Services** – reviewing and redesigning existing Day Services and Day opportunities across community care client groups, in line with the ethos of 'supporting people at home' in a more personalized manner.	Colin Johnston, Diane Fraser	10/11/15	31/03/19	On Target	0	0	239	463	0	702

Key Milestones :

- Appointment of Project Team — 24/12/15
- Develop detail to build action plan — 22/01/16
- Stakeholder analysis and development of communication plan — 22/01/16
- Approval through the budget setting process — 11/02/16
- Undertake a review of Lewis Place, Parkdale Day Care and New Rannoch Centres with a view to identifying benefits of amalgamating into one centre and implement recommendations. — 31/10/16
- Review, make recommendations and implement remodelling of Blairgowrie Day Opportunities, Kinnoull Day Opportunities and Gleneagles Day Centre to ensure effective use of resources for people in learning disabilities. — 31/10/16
- Review current Mental Health day services with a view to identifying whether there is scope for future integration of Mental Health day services within the wider day services outreach model and implement findings of review. — 31/12/17
- Ensure final delivery of proposed outreach model across all client groups to enable individuals to access alternative supports within their local communities. — 31/03/18

Progress to Date :
10/11/2015

Savings still to be approved as part of the budget setting process.

Total investment for this project and the Review of Residential Care is £175,000 over the three year period.

OBC approved by EOT on 01/09/2015. Scoping report prepared for approval by EOT on 10/11/2015.

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Recently Completed   On Target   Some Issues

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Projected Saving 2015/16(£000s)	Projected Saving 2016/17(£000s)	Projected Saving 2017/18(£000s)	Projected Saving 2018/19(£000s)	Projected Saving 2019/20(£000s)	Projected Saving Total (£000s)
BT000373	**HCC- Review of HCC Repairs Service** – Reviewing options for housing repairs in localities to improve services and maximize cost savings	Lorna Cameron	22/10/15	31/03/16	On Target	0	100	200	200	0	500

Key Milestones :

🟩	• Conduct an evidenced study into the current stores and supplies processes	31/12/15
🟩	• Produce report outlining recommedations from initial study	31/12/15
🟩	• Develop option appraisal and cost benefit analysis in relation to electronic ordering and invoicing	31/12/15
🟩	• Produce option appraisal and cost benefit analysis in relation to managed stores and supply chain solutions	31/12/15
🟩	• Research and consider options in relation to trade productivity	29/02/16
🟩	• Research and consider options in relation to costs and future use of fleet vehicles	29/02/16
🟩	• Submit report to SMT on future options for the Repairs Service	31/03/16

Progress to Date :
10/11/2015

Savings still to be approved through the Budget Setting process.

Investment approved: 2015/16 = £20,000 (HRA)

OBC approved by EOT on 01/09/2015. Scoping report prepared for approval by EOT on 10/11/2015.

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status						
BT000374	**HCC- Review of Community Care Packages** –working with community care clients, their families and carers, to provide financially sustainable care packages	Colin Johnston, Diane Fraser	23/09/15	31/03/19	On Target	0	150	662	560	0	1372

Key Milestones :

🟩	• Identify high cost care packages	30/11/15
🟩	• Recruitment of Temporary Social Workers	31/12/15
🟩	• Consultation with clients and families	29/02/16
🟩	• Staff consultation and engagement	29/02/16
🟩	• Engagement and Communication with Providers/Service Level Agreements	29/02/16
🟩	• Begin individual reviews of care packages	31/03/16
🟩	• Begin implementing alternative support packages	29/04/16
🟩	• Completion of review of all care packages	30/03/18

Progress to Date :
10/11/2015

Savings still to be approved as part of the Budget Setting process.

Total investment approved over the three years £722,000.

OBC approved by EOT on 01/09/2015. Scoping report prepared for approval by EOT on 10/11/15.

Total						**0**	**322**	**2299**	**1919**	**0**	**4540**

🟦 Recently Completed   🟩 On Target   🟨 Some Issues

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Projected Saving 2015/16(£000s)	Projected Saving 2016/17(£000s)	Projected Saving 2017/18(£000s)	Projected Saving 2018/19(£000s)	Projected Saving 2019/20(£000s)	Projected Saving Total (£000s)
The Environment Service											
Business Transformation Programme											
BT000375	**TES- Review of Roads Activities** – examining potential efficiencies, including collaborative working with other Councils and working arrangements with current and potential future contractors.	Keith McNamara	01/11/15	01/10/16	On Target	0	0	0	200	0	200

Key Milestones :

■	• Engage specialist consultant for short term review work	30/11/15
■	• Engage with partners to seek their support for participating in the review	30/11/15
■	• Review of existing documentation- S. G. policy/ SCOTS/ CoSLA/ Improvement Service work; pervious/current PKC reviews	31/12/15
■	• Engagement with stakeholders- Elected members, other Council partners, Tayside contracts	31/12/15
■	• Map existing service provision, performance data, budgets	29/02/16
■	• Benchmark/ compare current collaborative activities by other councils/ agencies	31/03/16
■	• Develop options	31/05/16
■	• Finalise full business case	31/07/16
■	• Agreement of partners	30/09/16
■	• Develop implementation plan	31/10/16

Progress to Date :
10/11/15

OBC approved by EOT on 1/9/15.

Scoping report prepared for approval by EOT on 10/11/15.

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■ Recently Completed   ■ On Target   ■ Some Issues

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Projected Saving 2015/16(£000s)	Projected Saving 2016/17(£000s)	Projected Saving 2017/18(£000s)	Projected Saving 2018/19(£000s)	Projected Saving 2019/20(£000s)	Projected Saving Total (£000s)
BT000380	**TES- Grounds Maintenance-Continental Shift Working Review** – increasing efficiency and achieving consistency of work arrangements across Operations by introducing 7 day working, with savings achieved through reducing the number of equipment/vehicles required	Bruce Reekie	01/11/15	30/04/16	On Target	0	90	0	0	0	90

Key Milestones :

🟩	• Formally advise union	30/11/15
🟩	• Draft consultation proposal prepared	30/11/15
🟩	• Advise staff formally in writing	30/11/15
🟩	• First staff consultative meeting	30/11/15
🟩	• Second consultative meeting	31/12/15
🟩	• Implementation	30/04/16

Progress to Date :
10/11/15

OBC approved by EOT on 1/9/15.

Scoping report prepared for approval by EOT on 10/11/15.

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	2015/16	2016/17	2017/18	2018/19	2019/20	Total
BT000376	**TES- Review of Recycling Service** – reviewing the range of recyclables accepted through the kerbside lidded bin, while reducing households' general waste capacity, thereby creating an incentive to recycle more, with savings achieved through reduced costs for landfilling waste	Bruce Reekie	30/06/15	30/09/17	On Target	6	180	306	320	0	812

Key Milestones :

🟦	• Committee Approval	30/06/15
🟩	• Bin tenders awarded	30/11/15
🟩	• Phase 1 – rollout complete	29/02/16
🟩	• Phase 8 – rollout complete	30/06/17

Progress to Date :
10/11/15

OBC approved by EOT on 1/9/15.

Scoping report prepared for approval by EOT on 10/11/15.

🟦 Recently Completed   🟩 On Target   🟨 Some Issues

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Projected Saving 2015/16(£000s)	Projected Saving 2016/17(£000s)	Projected Saving 2017/18(£000s)	Projected Saving 2018/19(£000s)	Projected Saving 2019/20(£000s)	Projected Saving Total (£000s)
BT000363	**TES- Smart Perth and Kinross: Perth and Kinross Open Data Review** – reviewing the publication of Council data, in collaboration with other Scottish Cities, for better co-ordination, and to develop a locality based community information system, to help identify and tackle inequalities, engage and empower communities and assist with neighborhood planning	Paul Davison	01/09/15	30/04/16	On Target	0	0	0	0	0	0

Key Milestones :

🟩	• Data Publication Plan	31/12/15
🟩	• Draft PKC Open Data Policy	31/01/16
🟩	• Options Appraisal for Community Information Systems	31/01/16
🟩	• ERDF Funding	28/02/16
🟩	• Open Data Portal Beta Launch	28/02/16
🟩	• Stage 1 Options Report	15/04/16

Progress to Date :

10/11/15

Activity focused on data review across the organisation (following Scottish Government guidance), engaging with external expertise/ advice and CPP stakeholder workshops.

Total						**6**	**270**	**306**	**520**	**0**	**1102**

Overall Total						**6**	**1545**	**4428**	**5078**	**1014**	**12071**

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🟦 Recently Completed	🟩 On Target	🟨 Some Issues	