

PERTH AND KINROSS COUNCIL**Strategic Policy and Resources Committee****29 November 2017****TRANSFORMATION PROGRAMME 2015-2020 AND
COUNCIL ONLINE SERVICES & MOBILE WORKING DIGITAL UPDATE****Report by the Depute Chief Executive, Chief Operating Officer****PURPOSE OF REPORT**

This report provides an update on the Council's Transformation Programme which was approved by Council on 1 July 2015. It also provides an update on progress with the Council's Online Services & MyAccount and Mobile Working Transformation reviews.

1. BACKGROUNDOverview

- 1.1 The Council's Transformation Strategy 2015-2020 (Report No 15/292) is focused on continuing Perth and Kinross Council's proactive approach to public service reform. The Strategy provides a framework for innovation, creativity, flexibility and greater entrepreneurship to meet the significant challenges ahead.
- 1.2 A major part of the Council's Transformation Strategy is being delivered through a programme of transformation reviews. The programme currently comprises 25 projects, which are developing new ways of working to sustain high quality service delivery, whilst achieving a challenging scale of savings. These reviews are reported to each meeting of the Strategic Policy and Resources Committee.
- 1.3 The Council's Digital Strategy and Digital Strategy Development Plan align with and support the Council's Transformation Strategy 2015-20 (Report No 15/292).
- 1.4 The Digital Strategy recognises the importance of ICT (Information and Communication Technology) as an enabler for organisational transformation. It articulates the Council's aim of growing a digital culture, which puts the citizen at the centre of our service design, and exploits digital technologies and information, to deliver more efficient, personalised and integrated services.
- 1.5 The Digital Strategy and related Development Plan were approved by the Strategic Policy and Resources Committee on the 30 November 2016 (Report No. 16/533 refers).

1.6 The Digital Strategy facilitates and supports:

- A more fundamental, whole-Council approach to transformation to deliver both savings and better services, including channel shift (moving more services online) and making our workforce more mobile.
- Improved opportunities for interaction with our stakeholders, including citizens, learners, public sector peers and partners, visitors to Perth and Kinross, businesses and the Scottish and UK Governments. Increasingly, these groups want to receive and share information electronically. Many of our citizens have internet enabled devices and want to use these to engage with the Council online, 24/7.
- Alignment with national direction, which is driving more services online, to improve citizen choice and reduce delivery costs.
- Taking more services out into the communities we serve. By making our workforce more mobile, we also reduce our office and carbon footprints, and enhance employee work/life balance.

1.7 A 'Digital' briefing for Elected Members also took place on the 15 November 2017, to enable detailed discussions on the digital developments outlined below.

2. PROGRESS UPDATE

Transformation Progress

- 2.1 Progress to date on each of the projects is provided in Appendix 1. The savings accrued to date from these projects amounts to £1,800,000, which represents 126% of the targeted amount of £1,500,000.
- 2.2 In addition to the active projects which comprise the current programme, six projects have now been completed. These completed projects have secured £1.22m of savings which amounts to more than 99% of the targeted sum. The initial projected investment needed to facilitate these savings was £265,000 however the actual spend was only £245,000. This represents a 7.5% under spend.
- 2.3 The projects which are now complete have not only contributed to the financial savings total, but have improved service provision in the following ways:
- **Modern Licences, Permissions and Approvals;** streamlined application process, saving officer time and the time taken to complete applications, thereby improving outcomes for service users.
 - **Review of Facilities Management;** following the transfer of the Janitorial staff to Tayside Contracts there has been very positive feedback from both Business Managers and Head Teachers. Service development continues with improvements in arrangements for school buildings` emergency out of hours responses.
 - **Review of the Delivery of Class Contact Time;** this has allowed schools greater flexibility in delivering the full curriculum.

- **Home First;** service improvements include reducing the need to use temporary accommodation, more quickly providing suitable accommodation for vulnerable people, and reducing levels of homelessness.
- **Grounds Maintenance;** making more efficient use of grounds maintenance equipment, reducing downtime, and delivering services across seven days a week rather than five.

2.4 The following table provides an overview of the current status of the active projects within the programme.

Programme	Council Change and Transformation Programme					
Service	On-target	Some Issues	At Risk	Remedial Action	Slippage	Totals
Corporate and Democratic Services	4	5	0	0	0	9
The Environment Service	3	0	1	0	0	4
Education and Children's Services	4	2	0	1	0	7
Housing and Community Safety	1	0	0	0	0	1
Health and Social Care Partnership	3	1	0	0	0	4
Overall	16	7	1	1	0	25

2.5 In future the four Health and Social Care Partnership projects, listed below, will be reported separately from Council projects. These projects will also subsequently be reported to the Integration Joint Board.

- Communities First
- Review of Residential Care
- Review of Day Care Services
- Review of Community Care Packages for Adults

Online Services and MyAccount

2.6 Substantial work has been undertaken, including, redesigning and launching a new Council Website; creating a new Customer Services Platform; putting an Online Forms solution in place; and integrating this with the Improvement Service's MyAccount single 'sign in' solution for Scotland.

2.7 The first substantial piece of work involved a collaborative procurement with Dundee City and Angus Councils to procure a Tayside wide Customer Services Platform. Firmstep were appointed to provide this platform during November 2016.

- 2.8 The Council's new website was launched on the 31 January 2017 (see Appendix 2).
- 2.9 The website gives access to MyPKC, our customer portal for online services which went live on 20 June 2017. Customers can register for MyPKC using the national mygov.scot myaccount sign-in service, which provides a simple, secure way to access a range of both local and national public services online using just one username and password (see Appendix 3).
- 2.10 Areas of The Environment Service (TES) and Housing Repairs were identified as 'early adopters online services' to be progressed first. See Appendix 4 to view a list of services delivered to date, with "reporting a Housing Repair" - released end October 2017 being the most recent addition.
- 2.11 Engagement with Services around further priorities has been undertaken, and the next three month stage plan will focus on Education and Children's Services schools processes, such as school transport forms, TES Garden waste permits and development of the MyPKC dashboard with a focus on Council Tax.

Mobile Working (MobW)

- 2.12 Our Mobile Working programme is delivering improved workforce effectiveness via technology by transforming the way field-based staff work.
- 2.13 The investment made in a corporate mobile working and scheduling solution enables up to 325 staff, across all Council Services, to capture and share data electronically on the move, and to work more efficiently and effectively in the delivery of services out in our communities.
- 2.14 Housing's Private Sector Access team and the Housing Repairs Property Inspectors are the first teams to go live with mobile working. Appendix 5 highlights the above. Following on from process redesign workshops, service delivery has been streamlined, making the teams more efficient. Data quality has been improved and staff can now record and access the requisite information in real time.
- 2.15 The Housing Repairs project – providing mobile working and scheduling to the first group of Trades staff - goes live from the end of this month. This will enable Trades operatives to carry out more functions on the go, improve reporting on productivity and improve the quality of information gathered as well as significantly reducing the amount of paper used.
- 2.16 Engagement with Services around further priorities has been undertaken and the next three month stage plan includes continuation of existing work (Housing Repairs activities) and progression of a number of additional mobile working projects including TES – Regulatory Services and Commercial Waste; Community Care – Care at Home and Reablement; and within Housing – Area Teams and Planned Maintenance Inspections.

- 2.17 Within Bereavement Services, part of The Environment Service, we now have the facility to report on, and capture images, confirming the condition of headstones via a mobile working solution. This is providing a more efficient, streamlined approach for meeting a statutory requirement.

Service Centre Developments

- 2.18 The Customer Service Centre provides a wide range of customer focussed activities to support all the Council's services. During 2017 this team have been key to the development of customer access channels by maximising the use of technology such as on-line services, secure card payment systems, self-service and payment kiosks, to ensure customers receive a flexible and accessible service.

3. CONCLUSION AND RECOMMENDATIONS

- 3.1 It is recommended that Committee notes:

- 1) The achievements of the Transformation programme in respect to completed projects.
- 2) The progress to date of the live Transformation Programme, including the Digital Strategy, as detailed in the Appendices.

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Approved

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You can also send us a text message on 07824 498145.

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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	Yes / None
Community Plan / Single Outcome Agreement	Yes
Corporate Plan	Yes
Resource Implications	
Financial	Yes
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	None

1. Strategic Implications

Community Plan / Single Outcome Agreement/Corporate Plan

- 1.1 This report supports the delivery of the Strategic Objectives within Community Plan and Corporate Plan.

2. Resource Implications

Financial

- 2.1 There are no direct financial implications arising from this report. The projections for funding and savings for each project are detailed in Appendix 1.

Workforce

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

Asset Management (land, property, IT)

- 2.4 There are no specific 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 This report has been considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome:
- 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. No further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

Sustainability

- 3.4 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.
- 3.5 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.

Legal and Governance

- 3.6 Not applicable.

Risk

- 3.7 The report presents progress on all aspects of the transformation programme including movements in financial projections. There are no additional risks which arise from this report.
- 3.8 Project risks are managed within the context of each project.

4. Consultation

Internal

- 4.1 Service senior management teams (Change and Transformation Boards) have been consulted in the preparation of this report.

External

- 4.2 No external consultation was required.

5. Communication

- 5.1 A communications plan is being prepared in order to promote the positive impact projects within the Transformation Programme are making. This will encompass a range of communication tools to suit the audience needs, both internally and externally.

2. BACKGROUND PAPERS

- 2.1 Reports to Strategic Policy and Resources Committee on:

- 2 December 2015, (Report Number [15/155](#))
- 10 February 2016 (Report Number [16/50](#))
- 20 April 2016 (Report Number [16/186](#))
- 15 June 2016 (Report Number [16/268](#))
- 21 September 2016 (Report Number [16/405](#))

Reports to Council on:

- 22 February 2017 (Report Number [17/82](#))

3. APPENDICES

Appendix 1 - Progress Report on Transformation Reviews.

Appendix 2 – Website Re-design – Example of Council’s new webpage

Appendix 3 – Example of MyAccount webpage

Appendix 4 – Example of MyPKC webpage

Appendix 5 – Mobile Working – Example of Mobile Phone Screens – Private Sector Access Team