

PERTH AND KINROSS COUNCIL**Strategic Policy and Resources Committee****15 June 2016****TRANSFORMATION PROGRAMME 2015-2020
PROGRESS UPDATE AND CORPORATE DIGITAL PLATFORM BUSINESS
CASE****Report by the Depute Chief Executive, (Sustainability, Strategic and
Entrepreneurial Development)**

This report provides an update on the Transformation Programme and requests permission to draw down up to £231,000 from the Earmarked Reserve for Transformation, to provide the capacity and support to secure the effective delivery of the Corporate Digital Platform transformation review.

1. BACKGROUND/MAIN ISSUESOverview

- 1.1 The Council's Transformation Strategy 2015-2020 'Building Ambition' and 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 focused 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 significant challenges ahead. This report gives an update on the progress with the programme.
- 1.3 On 10 February 2016, the Strategic Policy and Resources Committee considered requests for funding from the earmarked transformation reserve, for nine phase 2 transformation reviews. This report introduces one additional Phase 2 review (Corporate Digital Platform), which was approved as part of the original Building Ambition Strategy, and now has a completed Outline Business Case.

2. PROPOSALSTransformation Programme

- 2.1 Progress on Phase 1 reviews was initially reported to the Strategic Policy and Resources Committee on 2 December 2015 (Report Number [15/155](#)) and updates were provided on 10 February 2016 (Report Number [16/50](#)) and 20 April (report Number [16/186](#)). Appendix 1 to this report details further progress to date on those Phase 1 projects and includes an initial update on Phase 2 projects which commenced earlier in this financial year.

Corporate Digital Platform

- 2.2 The Corporate Digital Platform review proposes to implement a cost-efficient solution for the management of the significant quantity of unstructured and unquantified records and data currently held, in both electronic and paper form, across the organisation. This large volume of unmanaged information presents risks in terms of compliance under the Public Records (Scotland) Act 2011, and achieving corporate objectives. This proposal will also provide an electronic solution for the 1,500 to 4,000 pieces of mail received by the Council each day.
- 2.3 The proposed solution will enable the Council to transfer existing paper files and incoming mail to a systematic and structured digital form. A prime outcome from this piece of work will be improvements in accessibility and accuracy of data, which will support the implementation of other key transformation reviews:
- ☐ Mobile Working
 - ☐ Review of Administration and Support
 - ☐ Smart Perth - Open Data
 - ☐ Corporate Digital Services & My Account
 - ☐ Modernising Performance Reporting
 - ☐ Modernising Licences, Permissions & Approvals
- 2.4 The heightened quality and accessibility of information will also underpin the Council's contribution to the Scottish Government's digital transformation agenda, Scotland's Digital Future. It will make the organisation's data more open and accessible to the public, and better meet the needs of our communities. The proposed solution will also help enable the Council to better align itself with the opportunities arising from emergent collaborative programme of work with neighbouring councils, contributing directly to a key theme of digital services.
- 2.5 The proposal will capitalise on work already done in optimising use of SharePoint, which is already established as a corporate business tool within the organisation. The Perth Office Programme (POP) Board has acknowledged that the Councils document scanning project and the corporate digital platform solution are intrinsically linked. This will allow both projects to be combined to maximise efficiency, avoid duplication of work and make best use of resources in terms of staff, skills and expertise.
- 2.6 The solution comprises:
- A system for scanning existing paper files and incoming mail.
 - A means of storing and efficiently accessing the resulting and existing digital information, as well as new digital content, in a systematic, structured and accessible way which incorporates automated retention.

- 2.7 The introduction of any electronic document management and scanning solution requires investment. Resultant efficiencies can be realised in the main through the ability to: streamline transactional processes; reduce administrative time in terms of manual filing, access and retrieval of information; improve compliance capability mitigating the risk of legal challenge and financial penalties; and provide better quality data to inform effective decision making.
- 2.8 To provide sufficient capacity and support to secure the effective delivery of this review, a request is made to release a further £231,000 from the earmarked transformation reserve. This will fund both the project staffing and the technology support required to introduce this new system across the Council.

3. CONCLUSIONS AND RECOMMENDATIONS

- 3.1 Progress with the Council's Transformation Programme is well underway. This report seeks approval for funding to support additional transformation activity. By creating a corporate digital platform for existing and incoming documentation and data we can better support our evolving operational and transactional processes, ensuring that they are fit for purpose in the 21st Century digital business environment.
- 3.2 It is recommended that the Committee:
- (a) Notes the progress with the Transformation Programme, as detailed in Appendix 1.
 - (b) Agree to the release of £231,000 funding from the Earmarked Transformation Reserve, to provide capacity and support to secure the effective delivery of the review.

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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)	Yes
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
- (v) 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 The financial implications are detailed in the report, including a request to utilise £231,000 from the Transformation Reserve.

Workforce

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

Asset Management (land, property, IT)

- 2.3 The Corporate Digital Platform proposal will enhance the electronic data storage abilities, which will in turn reduce the need for physical storage accommodation.

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, Head of Legal and Governance Services, and the Corporate Human Resources Manager were consulted in the preparation of this report. This report was submitted to Executive Officer Team on 10 May 2016.

External

- 4.2 Not applicable.

5. Communication

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

2. BACKGROUND PAPERS

- 2.1 The background papers referred to within the report are:

- Report to SP&R Committee on 23 September 2015, Report No (15/397)
- Report to SP&R Committee on 2 December 2015, Report No (15/555)
- Report to SP&R Committee on 10 February 2016, Report No (16/50)
- Report to SP&R Committee on 20 April 2016, Report No (16/186)

3. APPENDICES

- Appendix 1 – Progress Report on Phase 1 and Phase 2 Transformation Reviews