

PERTH AND KINROSS COUNCIL

Strategic Policy and Resources

28 November 2018

TRANSFORMATION PROGRAMME 2015-2020

Report by Depute Chief Executive, Chief Operating Officer (Report No. 18/386)

PURPOSE OF REPORT

This report gives an update on phase four of the Transformation Programme approved by the Council on 1 July 2015 (Report 15/473) and provides an overview of progress with the Tayside Collaborative.

1. BACKGROUND / MAIN ISSUES

- 1.1 The Council's Transformation programme supports the Council's approach to public service reform and aims to encourage 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 current programme has 16 projects aimed at developing new ways of working to sustain high quality service delivery, and for some, achieving a challenging level of savings.
- 1.3 We are now into phase four of the transformation programme initiated over the past three years, this phase being agreed by council in April 2018 (Report 18/137). Two new projects agreed by committee are included in phase 4: - Sponsorship of Events, and Low Carbon Energy Production. A further project was agreed in June (report 18/194) for Cultural Trusts Transformation Project for a fixed term post to support this delivery (£40,000).

2. PROGRESS TO DATE

- 2.1 Progress on each of the projects is provided in Appendix 1 and 2 reported through the project management system (VERTO). Appendix 1 gives an overview of the status of each project and more detail is provided in Appendix 2.
- 2.2 In relation to the status of the 16 transformation projects, 7 are on target; 6 projects have 'some issues' identified; 2 are reported as being at risk; and 1 project requires remedial action.
- 2.3 Savings to date from completed projects amount to £2 million, excluding the savings achieved by the transformation projects which are now reported to the Integrated Joint Board (IJB) for Health and Social Care.

- 2.4 The project previously marked as 'on hold', Customer and Business Support Services, has been rescoped and closed within the Transformation reporting system Verto. No savings were attached to this project. Further work to develop a Customer Services Blueprint has been agreed in outline and will be implemented without additional resources from Transformation monies.
- 2.5 Work is in progress to review the delivery model options for the Cultural Trusts Transformation Project supported by a fixed term post (£40,000) as per (report 18/194). No reporting of this project has been submitted through Verto, and a separate report will be submitted to SP+R.
- 2.6 The Sponsorship of Events and Low Carbon Energy Production projects are still to start and will report in due course.

3. TAYSIDE COLLABORATIVE PROJECTS

- 3.1 Working together across Tayside and other Councils provides an opportunity to deliver better outcomes for our communities. Collaboration provides opportunities to reduce duplication and encourage the sharing of assets, as well as sharing investment and standardising services around best practices. All of this will help create more efficient services as we face challenging financial times ahead. Collaborative working among local authorities creates access to a wider pool of specialist staff to support communities across the whole area and offers new opportunities for colleagues, including career paths and opportunities for advancement.
- 3.2 The Tayside Collaborative has a number of current projects underway. At a recent meeting, the three Chief Executives agreed that some of this work needed to be prioritised including:
- Children, Young People and Families Services
 - Procurement and Commissioning
 - Digital Transformation
 - Tay Cities Deal including a regional approach to economic development
- as well as some work around key corporate services.
- 3.3 The Chief Executives intend to present a joint paper to their respective Strategic Policy and Resources Committees in due course to reinforce their commitment to collaboration as a key element of transformational change.

4. CONCLUSION AND RECOMMENDATIONS

- 4.1 This report updates the Strategic Policy and Resources Committee on the Council's five-year transformation programme. It summarises the progress across 16 projects, identifies those on target and those with issues and risks, which are managed by project boards and the Corporate Transformation Board.

4.2 The Strategic Policy and Resources Committee is asked to:

- (a) Note the progress related to the Transformation Programme, as detailed in Appendices 1 and 2;
- (b) Note the progress related to the Tayside Collaborative work being undertaken.
- (c) Agree the allocation of funding of £40,000 from the Earmarked Transformation Reserve for the Cultural Trusts Transformation Project

Author

Name	Designation	Contact Details
Caroline Mackie	Service Manager	01738 475000

Approved

Name	Designation	Date
Jim Valentine	Depute Chief Executive (Chief Operating Officer)	15 November 2018

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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	No
Communication	
Communications Plan	No

1. Strategic Implications

Community Plan/Single Outcome Agreement

- 1.1 This report supports the delivery of the Strategic Objectives within the Community Plan 2013-23 and the Corporate Plan 2018-2022.

2. Resource Implications

Financial

- 2.1 The projections for funding and savings for each project are detailed in Appendices 1 and 2.

Workforce

- 2.2 There are no 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. Under the Climate Change (Scotland) Act 2009 the Council also has a duty relating to climate change and, in exercising its functions must act:
- in the way best calculated to delivery of the Act's emissions reduction targets;
 - in the way best calculated to deliver any statutory adaptation programmes; and
 - in a way that it considers most sustainable.
- 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.

Legal and Governance

- 3.7 Not applicable.

Risk

- 3.8 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.

3.9 Project risks are managed within the context of each project.

4. Consultation

Internal

4.1 Senior Management teams and the Corporate Transformation Board 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/projects.

2. BACKGROUND PAPERS

The background papers referred to within the report are:

- Report to Council on 1 July 2015 (Report No 473/15)
- Report to Council, Building Ambition: The Council's Transformation Strategy 2015-2020 and the Organisational Development Framework (report 15/292)
- Report to Council on 22 February 2017 (Report No: 17/82)
- Report to Strategic Policy and Resources Committee, 27 November 2017, (Report No: 17/393)
- Report to Council on 22 February 2018 (Report No 18/47)
- Report to Council on 13 June 2018 (Report No 18/198)
- Report to Council on 12 September 2018 (Report No 18/288)
- Highlight Reports of each project are available on the ERIC Transformation page
- Hard copies of The Transformation Strategy are available from transformationenq@pkc.gov.uk

3. APPENDICES

- Appendix 1 – Verto Project Report – Programme Dashboard
- Appendix 2 – Progress Report (by line) on active Transformation reviews Progress Status