PERTH AND KINROSS COUNCIL

Strategic Policy and Resources Committee

27 November 2019

TRANSFORMATION PROGRAMME 2015-2020

Report by Depute Chief Executive (Chief Operating Officer) (Report No. 19/343)

PURPOSE OF REPORT
This report gives an update on phase four of the Transformation Programme approved by the Council on 1 July 2015 (Report 473/15) and provides an overview of progress on the current projects.

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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 remaining programme has 12 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 Two projects have been closed over the last month: Procurement and Review of Catering Services.

1.4 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).

1.5 Highlight Reports for each project are available on ERIC and Elected Members can contact the relevant Senior Responsible Owner (SRO) or Project Manager for further information on any of these projects at any time.

2. **PROGRESS TO DATE**

2.1 Progress on each of the projects is provided by the appropriate Executive Director below:

Education & Children's Services

2.2 **Review of Catering Services**

2.2.1 The Review of Catering Services (including the Central Production Unit) report was considered at the Council meeting on 25 September 2019.

2.2.2 This project will no longer be reported as part of the transformation process.

2.3   **Securing the Future of the School Estate**

2.3.1 The project is reviewing the school estate to make the most effective and efficient use of school buildings and staff across the school estate.

2.3.2 This project is progressing as planned.

2.4   **The Programme for Excellent Inclusive Practice** (**Review of Inclusion Services)**

2.4.1 This programme will enable phased implementation of the outcomes from the Inclusion Service review to be undertaken. A full programme description and plan is being developed. Implementation is designed to bring about cultural change, service redesign and a shift in resources to improve the effectiveness of inclusive education for children and young people with additional support needs (ASN).

2.4.2 The project is progressing and is now on target from a position of some issues due to delays in planning the implementation phase of the project. There has been a change in project ownership, due to staff turnover, and an implementation plan for the outcomes of the review developed. This project is now titled The Programme for Excellent Inclusive Practice marking a step change from review to implementation.

       Housing and Environment

2.5   **Corporate Property Asset Management Review**

2.5.1 The review of the Council's property assets will provide a property estate which is appropriately sized for requirements, well used, properly maintained, integrated with partner organisations' asset management plans, with maximised collaborative opportunities, and ensure property is in appropriate geographical locations.

2.5.2 A workshop was held in October with Community Planning Partners (NHS/Health & Social Care Partnership/Police Scotland/ Scottish Fire & Rescue Service) to discuss the one public sector approach for Blairgowrie. It was agreed that there is a need to carry out a high level strategic feasibility study of the one public sector approach in Blairgowrie. This will look at the current service needs for each Community Planning Partner and potential options for sharing of the property within the Blairgowrie area.

2.5.3 Discussions are continuing with Blairgowrie & Rattray Development Trust to explore options for community asset transfer of the Area Office, Blairgowrie.

2.5.4 There has been agreement from Scottish Fire & Rescue Service for the move of the Council and Health & Social Care Partnership staff from Beechgrove House to Perth Fire Station.

2.5.5 Discussions continue with the Council's Community Planning team to further develop opportunities for Community Asset Transfer and progress existing applications.

2.5.6 Further information gathering is underway regarding the remaining Perth Office Estate.

2.5.7 Recurring savings of approximately £900,000 are already being achieved, predominately through the former Perth Office Programme with additional savings identified from recent school estate strategy decisions and the closure of Beechgrove House. Risks remain in securing the remaining balance of the total £1.8m savings target by April 2020 as well as the phasing of the savings, but will largely be dependent on the pace at which options can be developed through the Council's and our partners' estate.

2.6 **Council Vehicle Fleet Utilisation and Optimisation Review**

2.6.1 This review looks towards the better utilisation of the Council's small vehicle fleet through the introduction of telematics and effective ongoing analysis of associated data. In addition, the project proposes to undertake a review of the grey fleet (i.e. private vehicles used for Council business) with the aim of reducing the extent to which delivery of Council Services rely on this, with resultant significant cost saving (through less payment of travelling expenses).

2.6.2 An in-depth analysis of Grey Fleet Claims is underway with meetings held with those Services with the highest volume of claims. Based on feedback, further data will be gathered and presented to relevant Service Management Teams.

2.6.3 Data continues to be compiled on vehicle usage to ensure we are maximising the use of these resources. This will also inform plans for greater use of electric vehicles as part of the fleet.

2.6.4 Staff uptake of the electrical vehicle familiarisation sessions was very positive with all sessions fully booked. Further sessions have been arranged to meet demand.

2.6.5 The Travel Policy has been reviewed and is near completion.

2.6.6 Following a positively received demo to staff, the Pool Car Booking System will go live in November 2019 and will be supported with user guides and internal communications.

2.6.7 The accumulated savings over the last 2 financial years has been over £185k, generated from reduced grey fleet mileage claims.

2.7 **Low Carbon Project**

2.7.1 The project seeks to prepare the Council for emerging duties in relation to Climate Change Act 2009 and our duties around low carbon emission.

2.7.2   Work continues to engage and build awareness of climate change issues both within the organisation and with Perth and Kinross communities and citizens.

2.7.3   As part of this work a baseline report is in preparation (as specified by the PKC Climate Change Motion) which was agreed by Council on 19 June 2019 (article 343ii). The framework for this report was discussed at both the Low Carbon Working Group (11 September) and the Climate Change Board (20 September). A joint meeting of both groups took place on 6 November to bring together key contributors and further develop structure, content and timeframe. It is proposed to submit an interim report to the Council meeting in December 2019.

2.8   **Review of Housing Repairs Service**

2.8.1   This project is undertaking a detailed review and analysis of key areas of housing repairs to identify improvements to efficiency and productivity which both enhances the service delivery model and achieves savings of £500,000.

2.8.2   This project is on target. Having implemented improvements and delivered efficiencies, work is now underway to review and measure what has been achieved and the impact of the changes.

2.8.3   Savings in the first 3 years of the project total £300k, which were delivered by:

1.   Developing a mobile working solution for the repairs service
2.   Introducing locality working for teams
3.   Launching the reporting of repairs online
4.   Use of Scotland Excel procurement framework for materials
5.   Developing a stores solution
6.   Reviewing fleet use and efficiency

2.8.4   Further specific work is underway to develop a dashboard for trades' productivity.

2.8.5   The review of the project outcomes and objectives achieved has identified further actions to support next steps within the service. These will be translated into actions and prioritised at a future project board.

2.9   **Commercialisation of Assets and Income Generation**

2.9.1   This project will review and collate evidence of local, national and international markets; business sponsors, event organisers and advertisers' needs and requirements; and community funding models and external funding sources. This will inform the development of a Council Strategy to drive forward our work to generate income for the Council and partners from potential commercialisation of business sponsorship linked to advertising, community funding, and external funding.

2.9.2   The tender is currently out for procurement. An update will be brought back to the Committee once the contract has been awarded (anticipated to be December 2019).

Corporate & Democratic Services

2.10 **Modernising Performance Reporting Review**

2.10.1 The review will identify technology 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.

2.10.2 The project continues to progress with good commitment from stakeholders. Procurement timescales have been pushed back by 8-10 to allow further exploration of solutions which has involved visits to other organisations. In the interim, workstreams have been established to test the effectiveness of data journeys and comprehensiveness of information to populate dashboards.

2.11 **Smart Perth and Kinross: Perth and Kinross Open Data**

2.11.1 The project will review the publication of Council data, in collaboration with other Scottish cities, to achieve 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 neighbourhood planning.

2.11.2 The project is on target to complete successfully. The open data portal has been successfully activated and is currently populated with 49 data sets. The process of embedding automated data set upload has been established, and a pipeline of future open data sets has been identified.

2.12 **Procurement Reform Review**

2.12.1 The project has achieved savings from procurement activities through closer management of suppliers, maximising 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.

2.12.2 Collaborative work with the digital transformation team will continue to optimise our overview of contract and supplier management. The potential to access support through the Tayside procurement programme is also being explored.

2.12.3 Communications will be issued via Social Media to continue to promote Community Benefits.

2.12.4 The outstanding tasks and objectives of this project will now feed into the IT Transformation Board as funding for this project has now ended.

2.13 **Corporate Digital Platform**

2.13.1 The Corporate Digital Platform (CDP) Project has delivered Hybrid mail, a digital mailroom and back-scanning facility. The project is now working on the Electronic Document Management System (EDMS) with process redesign that will reduce bureaucracy and build an integrated paperless framework.

2.13.2 The EDMS Project is experiencing delays due to the EDMS platform being changed from SharePoint 2016 to a SharePoint Online version to accommodate Microsoft Office 365.

2.13.3 The rebuild of the Electronic Document Management System (EDMS) has resulted in a delay to the project while the new system was built. The CDP team have been retrained on the new system.

2.13.4 Testing of the new EDMS system is still being carried out and rollout to pilot teams is expected to start mid-November.

2.14 **Online Services and MyAccount Review**

2.14.1 The review will enable the development of a whole organisation 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.

2.14.2 The programme is progressing well. To date we have 48 services online with 34k people signed up for a MyAccount - which represents approximately 44% of households.

2.14.3 The Customer Service Centre is leading a new customer service excellence workstream, focusing on the quality of our customer's experience. The work to be undertaken includes:

- Development of a customer service strategy and customer engagement strategy;
- Customer insight – identify customer groups and appropriate approaches to consultation;
- Develop customer survey and feedback mechanisms so that customer service performance can be monitored;
- Work is also in progress to improve and standardise email responses to customers.

2.14.4 Work with other Services is also making good progress. Within Education & Children's Services, take-up of School Lets, Music Tuition, Free School Meals and Clothing Grants online service has been very good. A pilot of the national Parents Portal developed by the Improvement Service on behalf of all Scottish Councils is currently being scoped.

2.14.5 Within Corporate & Democratic Services, Corporate Complaints requirements gathering is nearing completion, and a new online Vacancy Management Process is being phased in. These are examples of using MyPKC for internal processes – staff feedback from the pilot has been positive.

2.14.6 A number of work packages are in progress for Housing and Environment, including enhancements to services already live as well as new services. Work with teams on a number of supporting activities is underway, for example considering future data requirements for Waste Services.

2.17   **Mobile Working Review**

2.17.1 This review will implement 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.

2.17.2 The programme is progressing well. To date we have deployed mobile working solutions to 200 operational staff and have plans to extend this to a further 300 staff over the next 3 months.

2.17.3 Following on from the Digital Transformation workshop with Housing & Environment (H&E) staff in June, an operational H&E group is being created to clarify and prioritise new digital activity. This will streamline our governance and help expedite programmes of work.

2.17.4 Meetings with the Health & Social Care Partnership have taken place and similar to H&E, we are proposing a Digital Transformation workshop takes place with their senior teams on 6 December 2019, to discuss opportunities for change and innovation, and to clarify priorities.

3.   **FUNDING**

3.1   A review of Customer Contact arrangements across the Council is underway. This work is being undertaken by iESE and will incur a cost of £25k from the transformation fund.

4.   **CONCLUSION AND RECOMMENDATIONS**

4.1   This report updates the Strategic Policy & Resources Committee on the Council's five-year transformation programme. It summarises the progress across 12 projects, which are managed by individual project boards and the Strategic Investment and Improvement Board.

4.2   The Strategic Policy & Resources Committee is asked to:

   (a)   Note the progress related to the Transformation Programme.
   (b)   Agree the funding of £25k for a review of customer contact arrangements from the transformation budget.

Author

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Approved

Name	Designation	Date
Jim Valentine	Depute Chief Executive (Chief Operating Officer)	19 November 2019

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   Any changes to projections for funding and savings for each project are detailed in the Revenue Budget Monitoring Report to Strategic Policy and Resources Committee.

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 There are no additional risks which arise from this report.

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

4. Consultation

<u>Internal</u>

4.1 Senior Management teams were consulted in the preparation of this report.

<u>External</u>

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 Strategy page
- Hard copies of The Transformation Strategy are available from transformationenq@pkc.gov.uk