

PERTH AND KINROSS COUNCIL

Strategic Policy and Resources Committee

10 February 2016

TRANSFORMATION PROGRAMME 2015-2020: PHASE 1 PROGRESS AND PHASE 2 OUTLINE BUSINESS CASES

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 reports on Outline Business Cases for the second phase of Transformation Reviews, scheduled for commencement in 2016/17. It also requests permission to draw down up to £1.277m (including £774,000 in 2016/17) from the Earmarked Reserve for Transformation to provide the capacity and support to secure the effective delivery of the Transformation Programme, and develop future collaborative working opportunities with other councils.

1. BACKGROUND/MAIN ISSUES

Overview

- 1.1 The Council's [Transformation Strategy 2015-2020 'Building Ambition'](#) and [Organisational Development Framework](#) were 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 significant challenges ahead. The overall programme of reviews, and their phased timescale, is detailed in Appendix 1.

Phase 1 Reviews

- 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 £11.6 m by 2019/20.

- 1.4 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.
- 1.5 Progress with Phase 1 reviews was initially reported to the Strategic Policy and Resources Committee on 2 December 2015 (Report Number 15/155). The second progress update is covered in section 2.1 of this report, and Appendix 2.

Phase 2 Reviews

- 1.6 At the Strategic Policy and Resources Committee on 2 December 2015 (Report Number 15/555), approval was given to start the preparation of Outline Business Cases for the 'phase 2' Transformation Reviews, which are scheduled for commencement in 2016/17. This process has followed the same route as phase 1 Reviews, where Outline Business Cases have been developed initially to establish the viability of the proposal, to give a clear identification of the potential savings, and also highlight levels of capacity and resources required to deliver the review. It was agreed that a report on this Phase 2 work would be submitted to the meeting of the Strategic Policy and Resources Committee in February 2016. This is covered in section 2.7 of this report.

Other Transformation Activity

- 1.7 Although the Transformation Programme is important in changing the way the Council operates to meet future challenges, it is only one element. Transforming the Council and making the step change in the way services are delivered in order to provide greater value to citizens, is also about the initiatives and projects at team and Service level, which will support our new ways of thinking and acting.
- 1.8 In addition, collaborative working will increasingly represent an important role in addressing the challenges that lie ahead. Discussions have taken place between the Chief Executive, and Depute Chief Executives with their counterparts in neighbouring councils, regarding more collaborative opportunities, and a range of potential new areas for review are emerging. To progress this further collaborative activity, over and above both the delivery of core services, and the ongoing Transformation Programme, will require additional capacity support. This issue is addressed in section 2.14.

2. PROPOSALS

Phase 1 Reviews

- 2.1 Appendix 2 details the progress being made with the Phase 1 reviews. All reviews are underway and making progress.
- 2.2 Appendix 3 shows the latest projections in spending, compared to the 2015/16 budget for the Phase 1 reviews. This shows the projected level of spend for the funding allocated to Transformation reviews as £454,000, compared to a budget of £686,000 with an estimated underspend of £232,000. Commentary on key areas of underspend is provided in Appendix 3. It is proposed that the underspend is carried forward within the Earmarked Reserve for Transformation.
- 2.3 Education and Children's Services (ECS) have highlighted certain capacity issues with delivery of their transformation and improvement programme. A request has been made for one Project Officer, technical grade (PR8), to support the following projects: Support to Early Years Strategy Review (Phase 1), Shared Services (Review of Delivery of Culture and Leisure Services - Transformation Programme 2010-2015); ECS Efficiency Review of support functions (Transformation Programme 2010-2015); and Business Managers Review (Service review).
- 2.4 This Project Officer post would also provide support to all ECS transformation projects in respect of project management, process mapping and research and benchmarking. ECS Phase 1 Transformation reviews are anticipated to make recurring savings of £580,000.
- 2.5 It is proposed that part of the Transformation underspend for 2015/16 (detailed in section 2.2) is used to fund the above post up to 31 March 2016 at a cost of approximately £10,000 in 2015/16. Continued funding beyond that is requested, as detailed in Appendix 4, part B, for £51,000 in both 2016/17 and 2017/18.
- 2.6 The Housing & Community Care 'Communities First' review was part of the Phase 1 Transformation Review programme, with a projected recurring revenue budget saving of £588,000. Part of the original business case was for temporary staff, with an anticipation that the funding for these posts would be provided by the Integrated Care Fund (ICF). It has now emerged that this ICF funding is not available. An updated business case has been submitted for this funding to come from the Earmarked Reserve for Transformation. The funding requested is £65K in 2016/17 and £131K in 2017/18. It is proposed that this revised funding be approved (see Appendix 4, part B).

Phase 2 Outline Business Cases

- 2.7 Outline Business Cases (OBCs) for 9 reviews which require additional funding for project initiation during 2016/17 are listed below. A summary of the

content of each OBC is contained at Appendix 4 and the full OBCs are available on request. The reviews are:

- Review of Community Development and Engagement
- Residential Care Services (children and young people)
- Review of Inclusion Services
- Review the Delivery of Class Contact time
- Expansion of Family Based Care Review
- Sponsorship of Council Assets
- Public Toilet Best Value Review
- Review of Administrative Support Services
- Review of Finance

2.8 The financial implications for these phase 2 reviews are set out in Appendix 4 to this report. In terms of the General Fund the indicative cost of the projects listed at Appendix 4 is £677,000 between 2016/17 and 2019/20. Based on the information contained in the OBCs, the totality of general fund recurring savings from these phase 2 reviews is projected at £2.08m by 2019/20.

2.9 The phasing of indicative costs is summarised in the table below:

GENERAL FUND (£000)	16/17	17/18	18/19	19/20	Total (£000)
Phase 2 OBC support	457	131	61	28	677

2.10 Other Phase 2 reviews are in preparation (detailed in Appendix 1), and once these are complete, if they require additional funding, requests will be made to the Strategic Policy and Resources Committee for approval.

2.11 The indicative costs above may be subject to subsequent change as detailed analysis on the exact breakdown of costs is carried out. For example there may be additional costs that can be capitalised which reduces the pressure on Reserves and slightly reduces the level of recurring savings available to contribute towards the Revenue Budget. The Committee is asked to provide flexibility within these funding levels, to make adjustments for these minor changes. Any variations which do occur will be reported to future meetings of the Strategic Policy and Resources Committee for approval.

2.12 The implications in terms of budget savings arising from these reviews have been factored into the budget review process, and will be reported to Council, as part of the Council's budget setting arrangements.

2.13 Subject to approval of this report, it is proposed that project teams will proceed to carrying out the reviews in accordance with the Council's [Improvement Review Guidelines](#) and using project management guidance. This involves clearly scoping out the review and developing a project plan which identifies the key deliverables for each review. This will be used by

each project board to monitor progress throughout the review. As well as the formal guidance, staff will also be able to access practical support and advice from the Council's Learn, Innovate, Grow programme. Reviews should also consider workforce implications and lead officers are reminded of the Framework for Managing Workforce Changes and Workforce Changes Toolkit, available on eric.

Other Transformation Activity

- 2.14 Collaborative activity with other local authorities has a part to play in supporting the step change in the way services are delivered, to provide greater value for our communities. Sharing services can deliver cost savings through:
- Reduced Management costs
 - Process efficiencies
 - Assets rationalisation
 - Standardisation and streamlining of working practices
 - Greater purchasing power
- 2.15 Within local government there is an opportunity to consider collaboration for a broad range of services, such as transactional processes (e.g administration, payroll), professional support services (e.g procurement, human resources) and frontline services (such as waste management and customer services).
- 2.16 Senior Managers have held discussions with representatives from neighbouring local authorities and a joint programme of potential collaborative opportunities is emerging.
- 2.17 To make effective progress with collaborative joint working, at the same time as providing important public services, and delivering on the ambitious Transformation Programme, will require a short term introduction of further capacity within the organisation. It is estimated at this early stage that the capacity support required could be up to £302,000 (£201,000 in 2016/17 and £101,000 in 2017/18 - see Appendix 4, part C), and the Committee is requested to approve flexibility to officers to release up to that amount from the Earmarked Transformation Reserve, to progress with collaborative working opportunities.

3 CONCLUSIONS AND RECOMMENDATIONS

- 3.1 This report updates the Committee on progress with Phase 1 of the Transformation Programme, as well as seeking approval for funding the next phase of Transformation activities.
- 3.2 This work will support the future sound management of the organisation. The report seeks authority to undertake Reviews to sustain services into the future. Choices will still remain through future budget processes, however the Council has endorsed the planning of transformation and the Committee is

now asked to financially support the next phase of planning for Transformation.

3.3 It is recommended that the Committee:

- (a) Note the progress with the Phase 1 Transformation Reviews (Appendix 2).
- (b) Agree to the release of £298,000 funding from the Earmarked Transformation Reserve to provide further support for Phase 1 Transformation reviews, as detailed in sections 2.3 - 2.6 of this report.
- (c) Agree to the release of £677,000 funding from the Earmarked Transformation Reserve, to provide capacity and support to secure the effective delivery of the Phase 2 Transformation reviews detailed in section 2.7 of this report.
- (d) Agree to the release of up to £302,000 funding from the Earmarked Transformation Reserve to support the pursuit of collaborative opportunities with other Councils.

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Jim Valentine	Depute Chief Executive, Environment (Sustainability, Strategic & Entrepreneurial Development)	28 January 2016

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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	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 The financial implications are detailed in the report, including a request to utilise £1.277m from the Transformation Reserve.

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 and Governance Services were consulted in the preparation of this report. This report was submitted to the Modernising Governance Member Officer Working Group on 20 January 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)

3. APPENDICES

- Appendix 1 – Programme of Reviews and Timelines (2015-2020)
- Appendix 2 – Progress Report – Phase 1 Transformation Reviews
- Appendix 3 - Latest Projections in Spending – Phase 1 Transformation Reviews
- Appendix 4 – Summary of Outline Business Cases (Phase 2) – Requests for Funding

PROGRAMME OF REVIEWS AND TIMELINES 2015-2020

No	Title	Type (see note 4)	Timescales for initiation (and current status)		
			15/16	16/17	17/18
1	Corporate Property Asset Management Review	O	In progress		
2	Procurement Reform Review	O	In progress		
3	Smart Perth and Kinross: Perth and Kinross Open Data	O	In progress		
4	Strategic Commissioning with the 3rd sector	S	In progress		
5	Corporate Digital Services and my Account Review	O	In progress		
6	Mobile Working Review	O	In progress		
7	Communities First Review	O	In progress		
8	Review of Older People's Services: Residential Care (see note 1)	O	In progress		
9	Review of Community Capacity and Empowerment	O		OBC completed	
10	Home First: Review of Homeless Service	O	In progress		
11	Residential care services (children and young people)	O		OBC completed	
12	Building for Communities Review	O		Merged with review no 9	
13	Review of School Staffing Standards	O			Not started
14	Review of HCC Repairs Service	O	In progress		
15	Review of Facility Management (FM) Service arrangements	O	In progress		
16	Electronic Document Management	O		OBC in progress	
17	Review of Community Campuses Contract Arrangements	O	In progress		
18	Review of Catering Services	O	In progress		
19	Early Years Strategy Phase 3 Review	S	In progress		
20	Review of Inclusion Services	O		OBC completed	
21	Securing the Future of the School Estate	O	In progress		
22	Review of Community Care Packages	O	In progress		
23	Review the Delivery of Class Contact Time	O		OBC completed	
24	Expansion of Family Based Care Review	O		OBC completed	
25	Council Vehicle Fleet Utilisation and Optimisation Review	O		OBC in progress	
26	Review of Efficiencies in ICT	O		OBC in progress	
27	Review of Council Assets for Commercial Sponsorship	O		OBC completed	
28	Review of Roads Activities	O	In progress		
29	Review of Recycling Service	S	In progress		
30	Review of Working Week Arrangements in Schools	O		OBC in progress	

No	Title	Type (see note 4)	Timescales for initiation		
			15/16	16/17	17/18
31	Community Greenspace Review	S		Scoping to be prepared	
32	Public Toilet Best Value Review	O		OBC completed	
35	Modernising Licences, Permissions and Approvals Processes	O	In progress		
36	Review of Administrative Support Services	O		OBC completed	
37	Inveralmond Reuse Shop Review	S		Scoping to be prepared	
38	Grounds Maintenance – Continental Shift Working Review	S	In progress		
39	Review of Event Management			See note 6	
40	Review of Adult Day Services (see note 1)	O	In progress		
41	Review of Finance (see note 2)	O		OBC completed	

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
5. OBC = Outline Business Case
6. OBC prepared and considered by Executive Officer Team. Business Case does not demonstrate savings, therefore review is discontinued

Transformation 2015/20 Projects by Service

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	Chris Jolly	01/11/15	30/06/16	On Target	0	34	0	0	0	34
Brief Description :		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.									
Key Milestones :						Progress to Date :					
Establish project team members					30/11/15	19/01/16					
Completion of baseline assessment					31/01/16	Baseline assessment has been initiated and is on track to be completed by the end of January 2016. Work scheduled for completion the week beginning 25/01/16.					
Consultation with stakeholders					29/02/16						
Consultation with performance management software companies					29/02/16	Stakeholder engagement methodology is at advanced stage of scoping and will commence with relevant stakeholders early February 2016.					
Complete options appraisal					31/05/16						
BT000366	Corporate- Corporate Property Asset Management Review	Stephen Crawford	01/11/15	30/06/20	On Target	0	0	190	605	1000	1795
Brief Description :		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, maximising collaborative opportunities, and is in appropriate geographical locations.									
Key Milestones :						Progress to Date :					
Update report to Strategic Investment Group					31/01/16	19/01/16					
Connection to the Government's ePIMS Property System					31/03/16	Invitations were sent to prospective members of the Project Board on 22 December 2015; first board meeting to be arranged, but expected to be end of January 2016.					
Data gathering and development of programme plan for "Place based/ Area Asset Management Review"					31/12/16						
						Meeting held with Head of Property (NHS Tayside) on 22 December 2015. Head of Property (NHS Tayside) to meet with property representatives of PKC, Dundee City Council and Angus Council end of January 2016 to discuss property collaboration opportunities.					
						Meetings to be arranged end of February 2016 with representatives of other public bodies (Police, Fire and 3rd Sector) with a view to discussing further property collaboration opportunities.					
						A working group to be established to include representatives from ECS, HCC and TES under the umbrella of the "Virtual Property Team" model.					

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)
BT000379	Corporate- Modernising Licenses, Permissions and Approvals Processes Review	Gordon Dawson	05/10/15	01/04/18	On Target	0	0	40	0	0	40
Brief Description :		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.									
Key Milestones :					Progress to Date :						
<ul style="list-style-type: none"> Complete list of all licenses and permissions 					13/11/15	19/01/16					
<ul style="list-style-type: none"> Identify all hardware requirements, software licenses and users 					13/11/15	Process mapping of the licenses in the licensing department has been delayed due to annual leave and capacity issues.					
<ul style="list-style-type: none"> Questionnaire approved after consultation 					13/11/15						
<ul style="list-style-type: none"> Process mapping, physical structure analysis and cost complete 					31/01/16	Process mapping and structural analysis at the Friarton depot will take place the week commencing 25 January 2016.					
BT000368	Corporate- Corporate Digital Services and my Account Review	Lynne Harris	01/10/15	01/04/18	On Target	0	105	44	-53	26	122
Brief Description :		Developing 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.									
Key Milestones :					Progress to Date :						
<ul style="list-style-type: none"> Governance approach agreed 					31/12/15	19/01/16					
<ul style="list-style-type: none"> Engagement/ Comms plan created 					29/02/16	Governance paper defining role and remit of ICT Transformation Board approved at EOT on 24 November 2015.					
<ul style="list-style-type: none"> Completion of Revised Business Case 					29/02/16						
<ul style="list-style-type: none"> Create master list of services in scope 					29/02/16	Engagement with Senior Management Teams and Divisional Management Teams almost completed.					
						Work ongoing to define the master list of services in scope for online transformation.					
						Liason with Financial controllers.					
						Tender document for Data management consultancy created.					

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)
BT000369	Corporate- Mobile Working Review	Lynne Harris	01/10/15	01/04/18	On Target	0	54	186	200	-12	428
Brief Description :		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.									
Key Milestones :						Progress to Date :					
	Governance approach agreed				31/12/15	19/01/16					
	Engagement/ Comms plan agreed				29/02/16	Governance paper defining role and remit of ICT Transformation Board approved at the EOT on 24 November 2015.					
	Completion of Revised Business Case				29/02/16	Draft comms plan created.					
	Create master list of services in scope				29/02/16	Engagement with Senior Management Teams and Divisional Management Teams almost complete.					
						Work ongoing to define master list of services in scope for mobile transformation.					
						Liasion with Financial controllers.					
						Supplier engagement scheduled for January.					
BT000367	Corporate- Procurement Reform Review	Mary Mitchell	01/09/15		On Target	0	500	1000	1000	0	2500
Brief Description :		Achieving further savings from procurement activities through 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.									
Key Milestones :						Progress to Date :					
	Complete baseline assessments				14/11/15	19/01/16					
	Complete initial benchmarking and consultation				30/11/15	The Council participated in a mock assessment under the national Procurement and Commercial Improvement Programme (PCIP) at the end of October 2015.					
	Options appraisal				31/03/16	All services have been met and a commitment given to return with further detail. This is planned as part of the options appraisal work.					
	Refinement of options for each theme				30/04/16	More detail around contracting activity for 2015/16 still required. Detail of commodity and contracting activities is being prepared to ensure an efficient approach to savings delivery is taken.					
	Amendments to draft implementation plan				30/04/16						

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)
Education and Children's Services											
Business Transformation Programme											
BT000358	ECS - Review of Catering Services	Simon Farrer	01/09/15	31/03/20	On Target	0	0	0	200	0	200
Brief Description :		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.									
Key Milestones :						Progress to Date :					
<ul style="list-style-type: none"> Interim Business Case 						29/04/16					
<ul style="list-style-type: none"> Full Business Case 						30/06/16					
BT000360	ECS - Securing the Future of the School Estate	Carol Taylor	01/09/15	31/03/20	On Target	0	0	0	600	0	600
Brief Description :		Reviewing the school estate to make the most effective and efficient use of buildings, and staff across the estate.									
Key Milestones :						Progress to Date :					
<ul style="list-style-type: none"> Obtain political approval of scope/criteria 						24/08/16					
<ul style="list-style-type: none"> High level options appraisal 						19/09/16					
<ul style="list-style-type: none"> Committee approval of options to be developed in detail 						02/11/16					
<ul style="list-style-type: none"> Pre-consultation/Informal consultation and Rural aspect / Community impacts 						30/06/17					
<ul style="list-style-type: none"> Proposal papers/Options appraisals 						30/06/17					
<ul style="list-style-type: none"> Statutory consultation 						30/06/18					
BT000361	ECS - Review of Community Campuses Contract and Charging Arrangements	Fiona Easton	01/09/15	31/03/20	On Target	0	0	180	0	0	180
Brief Description :		Reviewing Community Campus contracts and charging to identify efficiency savings and commercial opportunities.									
Key Milestones :						Progress to Date :					
<ul style="list-style-type: none"> Options appraisal to be completed 						29/01/16					
<ul style="list-style-type: none"> Project Team established and Project Plan agreed 						29/01/16					

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)
BT000362	ECS - Review of Facility Management (FM) Service arrangements (including Tayside Contracts)	Simon Farrer	01/09/15	31/03/20	On Target	0	50	100	50	0	200
Brief Description :		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.									
Key Milestones :					Progress to Date :						
<ul style="list-style-type: none"> Project Team established and Project Plan agreed 					29/01/16	19/01/2016					
<ul style="list-style-type: none"> Project outcome/implementation 					30/03/18	<ul style="list-style-type: none"> PKC Partnership Group met on 16/11/15. Facilities Coordinators discussed options on 9/12/15. Property scoping opportunities date to be confirmed. 					
BT000364	ECS - Early Years Strategy Phase 3 Review	Fiona Easton	01/09/15	31/03/18	On Target	0	165	42	0	0	207
Brief Description :		Developing the third phase of the early years strategy, to ensure we provide efficient and effective services at a more local level.									
Key Milestones :					Progress to Date :						
<ul style="list-style-type: none"> OBC - Update Complete 					08/01/16	19/01/2016					
<ul style="list-style-type: none"> Options Appraisal and Implementation Plan 					30/01/16	<ul style="list-style-type: none"> Meeting on 24/11/15 to review OBC/Scoping Document. OBC currently being updated to reflect changes. Options Appraisal and Implementation Plan under development. Communication with staff scheduled for end of January 2016. 					
<ul style="list-style-type: none"> Communication Plan 					30/01/16						
BT000365	ECS - Strategic Commissioning with the 3rd Sector	Jacqueline Pepper	01/09/15	31/03/19	On Target	0	45	41	37	0	123
Brief Description :		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.									
Key Milestones :					Progress to Date :						
<ul style="list-style-type: none"> Project Team Established 					29/01/16	19/01/2016					
<ul style="list-style-type: none"> Initial engagement with 3rd sector 					29/01/16	<ul style="list-style-type: none"> Savings for this project have been determined. Establish Project Team - January 2016. Initial engagement with 3rd Sector - January 2016. 					
<ul style="list-style-type: none"> Project Plan for Strategic Commissioning 					31/03/16						
Total						0	260	363	887	0	1510

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	John Gilruth	30/11/15	30/03/18	On Target	0	72	522	0	0	594
Brief Description :		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.									
Key Milestones :						Progress to Date :					
	• Conduct a baseline assessment of current community led initiatives to identify existing alternative mechanisms for accessing social care support within localities				31/01/16	19/01/2016					
	• 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	Total investment approved across the three years is £725,000					
	• Identify the steps required to support the development of a future market place which empowers communities to become more self-sustaining				28/02/16	Procurement bid completed and uploaded to Excel Scotland December 2015 - to secure organisation with specialist skills to work with communities and PKAVS to conduct initial baseline assessment of community-led initiatives.					
	• 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						
BT000371	HCC- Review of Residential Care	Colin Johnston, Diane Fraser	10/11/15	31/03/19	On Target	0	0	0	696	0	696
Brief Description :		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.									
Key Milestones :						Progress to Date :					
	• Develop detail to build action plan				22/01/16	19/01/2016					
	• Stakeholder analysis and development of communication plan				22/01/16	Total investment for this project and the Review of Day Care is £175,000 across the three year period.					
	• Approval through budget setting process				11/02/16						
	• Appointment of Project Team				29/02/16	Job Profile and Justification Forms completed and sent for consideration by Head of Service, awaiting outcome following which, recruitment process will be completed.					
	• Review current assessed needs of existing Local Authority care home residents to inform future shape of residential care				31/08/16	High level planning commenced for the development of an action plan.					
	• 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						

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	Lorna Cameron	10/11/15	31/03/17	On Target	0	0	676	0	0	676
Brief Description :		Providing options for direct access to settled accommodation for homeless people missing out the temporary stage where possible.									
Key Milestones :					Progress to Date :						
<ul style="list-style-type: none"> Establish Project Team 					31/12/15	19/01/2016					
<ul style="list-style-type: none"> Development of Project Initiation Document 					29/01/16	Investment: 2015/16 = £22k					
<ul style="list-style-type: none"> Appointment of Development Officer/Manager 					31/01/16						
<ul style="list-style-type: none"> Undertake an initial evaluation of existing temporary accommodation 					29/04/16	Funding approval for Development Officer and 2 PR9 Officers.					
<ul style="list-style-type: none"> Undertake a modelling exercise based on supply and demand to project future needs 					30/12/16	Recruitment process for Development Officer progressing.					
<ul style="list-style-type: none"> Undertake assumptions and scenario planning 					30/12/16	Project Team established and governance arrangements agreed.					
<ul style="list-style-type: none"> Undertake benchmarking activity 					30/12/16	Project Initiation workshop arranged for January.					
<ul style="list-style-type: none"> Undertake option appraisal and cost benefit analysis 					31/01/17	Study on Housing First Complex needs drafted.					
<ul style="list-style-type: none"> Produce Report and submit to SMT with proposals for future provision and delivery of temporary accommodation 					31/01/17						
<ul style="list-style-type: none"> Develop Implementation Plan 					31/03/17						
BT000381	HCC- Review of Day Care Services	Colin Johnston, Diane Fraser	10/11/15	31/03/19	On Target	0	0	239	463	0	702
Brief Description :		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 personalised manner.									
Key Milestones :					Progress to Date :						
<ul style="list-style-type: none"> Develop detail to build action plan 					22/01/16	19/01/2016					
<ul style="list-style-type: none"> Stakeholder analysis and development of communication plan 					22/01/16	Total investment for this project and the Review of Residential Care is £175,000 over the three year period.					
<ul style="list-style-type: none"> Approval through the budget setting process 					11/02/16						
<ul style="list-style-type: none"> Appointment of Project Team 					29/02/16	Job Profile and Justification Forms completed and sent for consideration by Head of Service, awaiting outcome, following which, recruitment process will be complete.					
<ul style="list-style-type: none"> Undertake a review of existing facilities with a view to identifying options and implement recommendations. 					31/10/16						
<ul style="list-style-type: none"> Review, make recommendations and implement remodelling of Day Opportunities and Day Centre to ensure effective use of resources for people in learning disabilities. 					31/10/16	High level planning commenced for the development of an action plan.					
<ul style="list-style-type: none"> 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						
<ul style="list-style-type: none"> 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						

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	Lorna Cameron	22/10/15	31/03/16	On Target	0	100	200	200	0	500
Brief Description :		Reviewing options for housing repairs in localities to improve services and maximize cost savings.									
Key Milestones :					Progress to Date :						
<ul style="list-style-type: none"> Conduct an evidenced study into the current stores and supplies processes 					31/12/15	19/01/2016					
<ul style="list-style-type: none"> Produce report outlining recommendations from initial study 					31/12/15	Investment approved: 2015/16 = £20,000 (HRA)					
<ul style="list-style-type: none"> Develop option appraisal and cost benefit analysis in relation to electronic ordering and invoicing 					29/02/16	Phase 1 Research and Development of Future Stores Options and Phase 2 Review of Supply Chain Solutions have been completed and recommendations provided. Meeting held in December 2015 to discuss recommendations and possible quick wins.					
<ul style="list-style-type: none"> Produce option appraisal and cost benefit analysis in relation to managed stores and supply chain solutions 					29/02/16						
<ul style="list-style-type: none"> Research and consider options in relation to trade productivity 					29/02/16	Further meeting took place in December 2015 which saw the creation of the Project Team and the start of the development of an action plan.					
<ul style="list-style-type: none"> Research and consider options in relation to costs and future use of fleet vehicles 					29/02/16						
<ul style="list-style-type: none"> Submit report to SMT on future options for the Repairs Service 					31/03/16	Development of Option Appraisal and cost benefit analysis relating to electronic ordering and managed stores and supply chain solutions during January 2016.					
BT000374	HCC- Review of Community Care Packages for Adults	Colin Johnston, Diane Fraser	23/09/15	31/03/19	On Target	0	150	662	560	0	1372
Brief Description :		Working with community care clients, their families and carers, to provide financially sustainable care packages.									
Key Milestones :					Progress to Date :						
<ul style="list-style-type: none"> Identify high cost care packages 					30/11/15	19/01/2016					
<ul style="list-style-type: none"> Recruitment of Temporary Social Workers 					31/01/16	Total investment approved over the three years £722,000.					
<ul style="list-style-type: none"> Consultation with clients and families 					29/02/16	High cost care packages have been identified.					
<ul style="list-style-type: none"> Staff consultation and engagement 					29/02/16	Justification for 3 Social Workers has been completed and is progressing through EAP.					
<ul style="list-style-type: none"> Engagement and Communication with Providers/Service Level Agreements 					29/02/16						
<ul style="list-style-type: none"> Begin individual reviews of care packages 					31/03/16						
<ul style="list-style-type: none"> Begin implementing alternative support packages 					29/04/16						
<ul style="list-style-type: none"> Completion of review of all care packages 					30/03/18						
Total						0	322	2299	1919	0	4540

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	Willie Young	01/11/15	01/10/16	On Target	0	0	0	200	0	200
Brief Description :		Examining potential efficiencies, including collaborative working with other Councils and working arrangements with current and potential future contractors.									
Key Milestones :						Progress to Date :					
	• Engage specialist consultant for short term review work				30/11/15	19/01/16					
	• Engage with partners to seek their support for participating in the review				30/11/15	Progress of this review has been delayed due to the ongoing Best Value review of roads activities and continuing uncertainty over national direction. Following completion of the Best Value review, consultant will be engaged to progress this transformation review.					
	• Review of existing documentation- S. G. policy/ SCOTS/ CoSLA/ Improvement Service work; previous/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						
BT000380	TES- Grounds Maintenance- Continental Shift Working Review	Bruce Reekie	01/11/15	30/04/16	On Target	0	90	0	0	0	90
Brief Description :		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.									
Key Milestones :						Progress to Date :					
	• Formally advise union				30/11/15	19/01/16					
	• Draft consultation proposal prepared				30/11/15	There has been a change in the implementation date from 1 April 2016 to 1 April 2017. This change was made as a consequence of the budget process with savings targets being pushed back for realisation in 2017/18.					
	• Advise staff formally in writing				01/02/16						
	• First staff consultative meeting				12/02/16						
	• Second consultative meeting				05/04/16						
	• Implementation				01/04/17						

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)
BT000376	TES- Review of Recycling Service	Bruce Reekie	30/06/15	30/09/17	On Target	6	180	306	320	0	812
Brief Description :		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.									
Key Milestones :					Progress to Date :						
<ul style="list-style-type: none"> Bin tenders awarded 					30/11/15	19/01/16					
<ul style="list-style-type: none"> Phase 1 					29/02/16	Contract for supply, delivery and distribution of households of two-wheeled bins and removal of redundant bins awarded to MGB Plastic- Contract start date 24/11/15. Contract start up meeting held 7 December 2015. Bin order placed for Phase 1 (approx. 7,000 bins) on 10 December 2015- Delivery due by start of February 2016. Mailing to Phase 1 householders sent out on 18 January 2016. We are currently on track for meeting the Phase 1 deadline of 29 February 2016.					
<ul style="list-style-type: none"> Phase 8 					30/06/17						
BT000363	TES- Smart Perth and Kinross: Perth and Kinross Open Data Review	Paul Davison	01/09/15	30/04/16	On Target	0	0	0	0	0	0
Brief Description :		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 neighbourhood planning.									
Key Milestones :					Progress to Date :						
<ul style="list-style-type: none"> Data Publication Plan 					31/12/15	19/01/16					
<ul style="list-style-type: none"> Draft PKC Open Data Policy 					31/01/16	The draft publication plan was completed by 31 December 2015 and sent out in early January to senior managers and transformation leads for feedback. Discussions are taking place between officers about locality partnerships and area profiles. It is likely that the community information systems will be linked to the area profiles developed by the CPP for the 5 new locality partnerships and this will be linked to the Open Data Platform. The ERDF bid supported by seven cities is being prepared for submission to Scottish Government by 31 January 2016. Consultants have been brought in to advise on implementing an open data platform for each of the seven cities. Aberdeen City Council is taking the lead on the application.					
<ul style="list-style-type: none"> Options Appraisal for Community Information Systems 					31/01/16						
<ul style="list-style-type: none"> Learn. Innovate. Grow. session on Open Data 					12/02/16						
<ul style="list-style-type: none"> ERDF Funding 					28/02/16						
<ul style="list-style-type: none"> Open Data Portal Beta Launch 					29/02/16						
<ul style="list-style-type: none"> Stage 1 Options Report 					15/04/16						
Total						6	270	306	520	0	1102
Overall Total						6	1545	4428	5078	1014	12071

Latest Projections in Spending – Phase 1 Transformation Reviews

	Budget	Projected outturn	Difference	Comments
Title	15/16	15/16	15/16	
	£'000	£'000	£'000	
2. Procurement Reform Review	41	25	16	One post recruited. The other post is currently being recruited
3. Smart Perth and Kinross (PKOO)	16	0	16	Funding not required as Graduate Trainee has provided the service
5. Online Services and Myaccount	18	0	18	Projection is “worst case” and is dependent on IT consultancy work being completed by year end
6. Mobile Working Review	26	0	26	Part of budget was for consultancy work which is not now needed as work done “in house”. Also recruiting new staff
7. Communities First	325	260	65	Some IT development work may not be completed by year end
8. Transformation of OP Services - Residential Care	25	25	0	
10. Review of Homeless Service Temp Accommodation	22	9	13	
15. Review of Facility Management Service arrangements	25	0	25	Engagement of consultancy held back pending wider Tayside review of opportunities
22. Review of Community Care Packages (Adult)	75	32	43	posts currently being recruited
28. Review of Roads Activities	20	10	10	Delay in commencement due to conclusion of Roads Best Value review
33. Modernising Performance Reporting	16	16	0	

	Budget	Projected outturn	Difference	Comments
Title	15/16	15/16	15/16	
	£'000	£'000	£'000	
35. Modernising Licenses, Permissions & Approvals	7	7	0	
Capacity	50	50	0	
Sub Tot	666	434	232	
<u>Housing Revenue Account</u>				
14. Review of HCC Repairs Service	20	20	0	
TOTAL	686	454	232	

SUMMARY OF OUTLINE BUSINESS CASES 2016/17 (PHASE 2) – REQUESTS FOR FUNDING
(AND ADDITIONAL REQUESTS FOR FUNDING PHASE 1 REVIEWS, AND COLLABORATIVE WORKING)

PART A														
Original OBC Ref No	Title/Description (Phase 2 OBC)	Funding During period £'000				Total Funding 2016/20 £'000	Indicative estimated net saving/income £000 by				Estimated recurring savings by 2019/20 £'000	Indicative estimated cost avoidance 2019/20	Payback ratio (recurring savings to initial investment)	Notes
		2016/17	2017/18	2018/19	2019/20		2016/17	2017/18	2018/19	2019/20				
9	Review of Community Development & Engagement functions and Adult and Family Learning.	40	0	0	0	40	0	0	80	0	80	0	2	The Transformation proposal 'Building for Communities' (original ref no 12) has been merged into this review
11	Residential Care Services (children and young people)	115	0	0	0	115	0	0	0	0	0	250	2.2	Not a budget saving but an avoidance of recurring overspend, from 17/18 onwards. Payback is estimated on avoided overspend
20	Review of Inclusion Services	20	15	15	0	50	0	0	0	0	0	200	4	Funding sought is split between OBCs 20 & 23. Payback is estimated on avoided overspend
23	Review the Delivery of Class Contact time	20	15	15	0	50	0	325	195	0	520	0	10.4	Funding sought is split between OBCs 20 & 23.
24	Expansion of Family Based Care Review	67	36	31	28	162	0	78	78	8	164	0	1.0	
27	Sponsorship of Council Assets	40	0	0	0	40	30	50	20	50	150	0	3.75	
32	Public Toilet Best Value Review	20	20	0	0	40	0	0	170	0	170	0	2.5	Potential capital income from sale of property not included in savings.
36	Review of Administrative Support Activities	90	45	0	0	135	186	109	279	0	574	0	4.3	
41	Opportunities for service improvement and efficiencies with the integration of finance activity	45	0	0	0	45	81	82	255	0	418	0	9.2	
Sub Total Phase 2		457	131	61	28	677	297	644	1,077	58	2,076	450		
PART B														
Adjustments to Phase 1 Transformation Programme														
7	Communities First; Funding	65	131	0	0	196	see report section 2.3							
several reviews	ECS Transformation Support	51	51	0	0	102	se report section 2.6							
Sub total Phase 1		116	182	0	0	298								
PART C														
Additional capacity for collaborative working														
Funding requested		201	101			302								
Grand Totals		774	414	61	28	1277								

