

PERTH AND KINROSS COUNCIL**Strategic Policy and Resources Committee****20 April 2016****TRANSFORMATION PROGRAMME 2015-2020
ADDITIONAL PHASE 2 OUTLINE BUSINESS CASES****Report by the Depute Chief Executive, Environment
(Sustainability, Strategic and Entrepreneurial Development)**

This report requests permission to draw down up to £420k from the Earmarked Reserve for Transformation to provide the capacity and support to secure the effective delivery of 2 transformation reviews, in addition to those which were approved by the Committee on 10 February 2016.

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 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.
- 1.3 Progress on Phase 1 reviews was initially reported to the Strategic Policy and Resources Committee on 2 December 2015 (Report Number 15/155) and an update was provided on 10 February 2016 (Report Number 16/50). Appendix 3 to this report details further progress to date on those Phase 1 projects and a combined update on Phase 1 and 2 will be provided to the committee on 15 June 2016.
- 1.4 On 10 February 2016, the Strategic Policy and Resources Committee considered requests for funding, from the earmarked transformation reserve, for 9 transformation reviews. At that time the sum of the requested funding for Phase 2 reviews (those to be initiated in 2016/17) totalled £677k.
- 1.5 This report introduces one additional Phase 2 review which was approved as part of the original Building Ambition Strategy:
 - No 25 - Council Vehicle Fleet Utilisation and Optimisation Review.

2. PROPOSALS

- 2.1 To provide sufficient capacity and support to secure the effective delivery of this review, a request is made to release a further £150,000 from the earmarked transformation reserve.
- 2.2 The funding request and saving target for this Outline Business Case are summarised in table 1 and are detailed in full in Appendix 2.

Table 1			
No	Title	Requested Funding £000's	Projected recurring Savings by 19/20 £000's
25	Council Vehicle Fleet Utilisation and Optimisation Review	150	150
Totals		150	150

- 2.3 The above figures combine with those previously approved by SP&R on 10 February to provide a total of £827,000 of funding, for Phase 2 of the transformation programme. The corresponding recurring savings target for Phase 2 is £2.226m by 2019/20.
- 2.4 There is one additional Phase 2 review (listed below) which is currently being developed and it will be submitted to Committee for consideration in terms of its funding requests and savings targets on 15 June.
- No 16 – Electronic Document Management

3. CONCLUSIONS AND RECOMMENDATIONS

- 3.1 This report seeks approval for funding to support additional transformation activities.
- 3.2 It is recommended that the Committee:
- (a) Agree to the release of £150,000 funding from the Earmarked Transformation Reserve, to provide capacity and support to secure the effective delivery of the review as set out in Table 1 and Appendix 2.

Authors

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Name	Designation	Date
Jim Valentine	Depute Chief Executive, Environment (Sustainability, Strategic & Entrepreneurial Development)	8 April 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
- (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 £827,000 from the Transformation Reserve.

Workforce

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

Asset Management (land, property, IT)

- 2.3 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 Executive Officer Team on 15 March 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)

3. APPENDICES

- Appendix 1 – Programme of Reviews and Timelines (2015-2020)
- Appendix 2 – Additional Outline Business Cases 2016/17 (Phase 2) Requests for Funding
- Appendix 3 – Progress Report on Phase 1 Transformation Reviews

Programme of Reviews and Timelines (2015-2020)				
No	Title	Timescales for initiation (and current status)		
		15/16	16/17	17/18
1	Corporate Property Asset Management Review	In progress		
2	Procurement Reform Review	In progress		
3	Smart Perth and Kinross: Perth and Kinross Open Data	In progress		
4	Strategic Commissioning with the 3rd sector	In progress		
5	Corporate Digital Services and my Account Review	In progress		
6	Mobile Working Review	In progress		
7	Communities First Review	In progress		
8	Review of Older People's Services: Residential Care (see note 1)	In progress		
9	Review of Community Capacity and Empowerment		Scoping complete	
10	Home First: Review of Homeless Service	In progress		
11	Residential care services (children and young people)		Scoping complete	
12	Building for Communities Review		Merged with review no 9	
13	Review of School Staffing Standards			Not started
14	Review of HCC Repairs Service	In progress		
15	Review of Facility Management (FM) Service arrangements	In progress		
16	Electronic Document Management		OBC in progress	
17	Review of Community Campuses Contract Arrangements	In progress		
18	Review of Catering Services	In progress		
19	Early Years Strategy Phase 3 Review	In progress		
20	Review of Inclusion Services		Scoping complete	
21	Securing the Future of the School Estate	In progress		
22	Review of Community Care Packages	In progress		
23	Review the Delivery of Class Contact Time		Scoping complete	
24	Expansion of Family Based Care Review		Scoping complete	
25	Council Vehicle Fleet Utilisation and Optimisation Review		OBC completed	

No	Title	Timescales for initiation (and current status)		
		15/16	16/17	17/18
26	Review of Efficiencies in ICT		OBC in progress	
27	Review of Council Assets for Commercial Sponsorship		Scoping complete	
28	Review of Roads Activities	In progress		
29	Review of Recycling Service	In progress		
30	Review of Working Week Arrangements in Schools		Scoping complete	
31	Community Greenspace Review		Scoping complete	
32	Public Toilet Best Value Review		Removed from programme (Revenue budget saving on 11 Feb)	
33	Modernising Performance Reporting Review	In progress		
34	Optimising our Peripheral Workforce Review	Merged with Review No 2		
35	Modernising Licences, Permissions and Approvals Processes	In progress		
36	Review of Administrative Support Services		Scoping complete	
37	Inveralmond Reuse Shop Review		Scoping complete	
38	Grounds Maintenance – Continental Shift Working Review	In progress		
39	Review of Event Management		Not approved - removed	
40	Review of Adult Day Services (see note 1)	In progress		
41	Review of Finance (see note 2)		Scoping complete	

Additional Outline Business Cases 2016/17 (Phase 2) Requests for Funding

Original OBC RefNo	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	Indicative estimated cost avoidance	Payback ratio (recurring savings to	Notes
		2016/17	2017/18	2018/19	2019/20		2016/17	2017/18	2018/19	2019/20				
25	Council Fleet Utilisation and Optimisation	95.75	36	18.25	0	150	0	25	75	50	150	0	1.0	
Totals		95.75	36	18.25	0	150	0	25	75	50	150	0	1.0	

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	30/06/17	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 :					
	• Completion of baseline assessment				31/01/16	31/03/16					
	• Consultation with stakeholders				29/02/16	Stakeholder engagement exercise has been largely complete. A questionnaire has been circulated and completed by a broad range of stakeholders. Analysis of the results is ongoing. Additional stakeholder engagement (focus group format) is scheduled to take place in April.					
	• Consultation with performance management software companies				29/02/16						
	• Re-draft project plan to better serve the desired outcomes of the review				31/03/16						
	• Complete review of existing systems				31/05/16	An advert has gone out to attract software providers to attend market research events to help inform the project team as to the benefits and features of prospective software solutions. Due to the overwhelming response to the advert, a questionnaire has been drafted for prospective providers to provide more information prior to holding a research event.					
	• Speicifcation developed				31/05/16						
	• Complete options appraisal				31/05/16						
167	• End of review, start of project implementation stage				30/06/16	Best practice visits to other local authorities have taken place.					
						All of the above research will be used to inform the specification of any system which may be procured as an outcome of the review.					
						Guiding principles, used to drive the changes in performance management submitted and approved by EOT on 15 March 2016.					

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)
BT000366	Corporate - Corporate Property Asset Management Review	Keith Colville	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 :						
<ul style="list-style-type: none"> Update report to Strategic Investment Group - There was no SIG on 31/1/16 					31/01/16	31/03/16					
<ul style="list-style-type: none"> Connection to the Government's ePIMS Property System 					31/03/16	<p>A draft corporate asset management strategy was put to the board on 8 February 2016. The board agreed to revise the aims and objectives in the strategy with a view to finalising them at the next board meeting in April 2016.</p> <p>Work to map out all community planning partner properties in the community planning partnership area is ongoing. The first tranche of mapping data is now available.</p> <p>Community planning partners plan to meet every 2 months from January 2016 to discuss possible opportunities for property collaboration.</p>					
<ul style="list-style-type: none"> Data gathering and development of programme plan for "Place based/ Area Asset Management Review" 					31/12/16						
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"> Process mapping, physical structure analysis and cost complete 					31/01/16	31/03/16					
<ul style="list-style-type: none"> Options Appraisal complete 					30/04/16	<p>A loss of staff within the Licensing section has resulted in a need for a short term solution to maintain performance. The review of CaDS Licensing is complete with a recommendation for a technical solution approved by the ICT Board on 8th March which will allow for the project within CaDS to be implemented transforming process, developing staff and making savings in 2016/17 of £51,440 and annual savings of £69,566 thereafter.</p> <p>The review of Licenses is intrinsically linked to the Myaccount project and would be best to progress in tandem with this moving forward.</p>					
<ul style="list-style-type: none"> Presentation of review findings and options 					31/05/16						
<ul style="list-style-type: none"> Final report and implementation plan 					30/06/16						

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)
BT000367	Corporate - Procurement Reform Review	Mary Mitchell	01/10/15	31/03/20	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 :						
169	<ul style="list-style-type: none"> Complete initial benchmarking and consultation 				30/11/15	31/03/16					
	<ul style="list-style-type: none"> Options appraisal 				30/04/16	There are three themes to the review and work carried out under each theme is set out below:					
	<ul style="list-style-type: none"> Refinement of options for each theme 				31/05/16						
	<ul style="list-style-type: none"> Amendments to draft implementation plan 				31/05/16	<p>Savings: Data analysis of contracts to be let in 2016/17 is being carried out to inform savings forecasts and to scope options for delivery of savings from current contracts. An escalations protocol will be introduced to record variations from approved route to market and reduce "leakage" of the savings opportunity. On 29 March 2016 EOT approved the method for establishing, verifying and approving procurement savings.</p> <p>Systems: Mapping of all information systems linking to procurement and the data requirements they feed has been started. A full review of Purchase to Pay process including the systems used was carried out by Scottish Government Oct-Dec 2015. The findings of this review will be included in options to take forward.</p> <p>Sustainability: Working with schools, providers and employers to develop a "prioritisation list" of community benefits for incorporation in future contracts to match contract requirements with community need. This includes involvement in the development of an approach to delivery of the living wage and incorporation of Fair Work practice clause into relevant service contracts since November. Pan-Tayside Supplier engagement event took place on 23 February.</p>					

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)
BT000368	Corporate - Corporate Digital Services and my Account Review	Lynne Harris	01/10/15	28/09/18	Some Issues	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 :					
						<p>Good progress has been made in a number of areas including engagement with Service teams. However, the scale of the engagement and the amount and complexity of information received has been greater than initially anticipated. Because of this, the project has slipped by three months and is being reported as Amber.</p> <p>31/03/16</p> <ul style="list-style-type: none"> 60 Meetings have taken place with Services to: <ul style="list-style-type: none"> Raise awareness of the corporate transformation vision for online services Identify opportunities for online services across the Council Identify online service solutions which have already been implemented or are planned Create a master service list which will be used to define the scope of the project, including service prioritisation and savings potential ICT Transformation Board first meeting took place 8 March Inside News Bulletin created for publication as part of the Corporate Spring Inside News Draft master service list created OSM progress report taken to the Board Comms plan will be taken to the ICT Board on 29 April for approval 					

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	28/09/18	Some Issues	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.

171	Key Milestones :		Progress to Date :	
		• Completion of Revised Business Case- New target date 31/05/16	29/02/16	Good progress has been made in a number of areas including engagement with Service teams. However, the scale of the engagement and the amount of complexity of information received has been greater than initially anticipated. Because of this, the project has slipped by three months and is being reported as Amber.
		• Create master list of services in scope- New target date 30/04/16	29/02/16	
		• System requirements gathered	31/03/16	
		• Engagement/ Comms plan agreed- New target date 31/03/16	31/03/16	31/03/16
		• Mobile working technical blueprint incorporating system integration model	31/05/16	
		• Produce technical components and services	30/06/16	
			<ul style="list-style-type: none">• 60 meetings have taken place with Services to<ul style="list-style-type: none">◦ Raise awareness of the corporate approach to mobile working◦ Assess the appetite for mobile working across the Council◦ Identify mobile working practices already underway or in the planning stage◦ Create a master service list used to define the scope of the project, including prioritisation• Draft communication plan created.• Draft master service list created• Draft list of priority services created• Mobile Working progress report taken to the ICT Transformation Board• Inside News Bulletin created for publication as part of the Corporate Spring Inside News.• Comms plan will be taken to the ICT Board on 29 April for approval	

Total						0	693	1460	1752	1014	4919
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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
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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 :		
<div></div>	<ul style="list-style-type: none">Project team meeting to devise action plan	07/03/16	Being reported through Tayside Contracts' Governance and Strategy Group acting as Project Board		
<div></div>	<ul style="list-style-type: none">Develop action plan for project teams	21/03/16			
<div></div>	<ul style="list-style-type: none">Complete benchmarking and consultation	29/04/16	31/03/2016 <ul style="list-style-type: none">This project is being taken forward on a Tayside wide basis.Simon Farrer is representing PKC's interest on the Project Team.Last Project Team meeting held 7th March.		
<div></div>	<ul style="list-style-type: none">Update to Outline Business Case to reflect revised option 3	29/04/16			
<div></div>	<ul style="list-style-type: none">Full Business Case	30/06/16			
<div></div>	<ul style="list-style-type: none">Final report and implementation plan	29/07/16			

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)
BT000360	ECS - Securing the Future of the School Estate	Carol Taylor	01/09/15	31/03/20	On Target	0	0	0	600	500	1100
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 Committee approval of options to be developed in detail Pre-consultation/Informal consultation and Rural aspect / Community impacts Proposal papers/Options appraisals Statutory consultation 					31/03/2016 <ul style="list-style-type: none"> Approval to review Options Appraisals for Struan and Straloch Primary Schools. Milestones are indicative and predicated on political approval being received. Work is ongoing to develop the options appraisals for Struan and Straloch Primary Schools, with community engagement taking place during February and March 2016 A scoping paper will be considered by Lifelong Learning Committee (LLC) in August 2016 for the wider transformation programme. 						
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"> Project Board established and Project Plan agreed. Project Manager confirmed Approval by SP&R Update to Modernising School and Campus Business Function Programme Board Completion of baseline assessment Identification and engagement with consultees Conduct benchmarking and consultation exercise Interim analysis of findings and recommendations Conduct Equalities Impact Assessment Report to Transformation Board Preparation of final report - key recommendations & savings Final report to ECS SMT for approval Submission of final report to EOT Business Case developed from Final Report Communications Plan developed and implemented Final Report to LLC Implementation of Review Charging Arrangements Paper to Full Council 					31/03/2016 <ul style="list-style-type: none"> Options currently being explored Benchmarking with LA's been identified and visits for March 2016 arranged Project team meeting 04/03/2016 						

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"> Property outline proposals 					04/03/16	31/03/2016 <ul style="list-style-type: none"> Property options appraisal being explored. Outline Business Case shared with Head of Property Services. Further actions and timetable will be agreed following feedback from meeting with Tayside Contracts by end March 2016. Meeting was held 16th March 2016 to discuss merits of alternative options. Project board meeting 21st March 2016 					
<ul style="list-style-type: none"> Internal PKC meeting to discuss options 					16/03/16						
<ul style="list-style-type: none"> Meeting with sponsor and Chief Executive of Tayside Contracts 					21/03/16						
<ul style="list-style-type: none"> Actions and timetable to be agreed after meeting with TC, costing proposal only 					30/04/16						
<ul style="list-style-type: none"> Project team and plan agreed 					31/05/16						
<ul style="list-style-type: none"> Project Implementation Plan 					31/05/16						
<ul style="list-style-type: none"> Project outcome/implementation 					30/03/18						

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)
BT000364	ECS - Early Years Strategy Phase 3 Review		01/09/15	31/03/18	On Target	0	65	142	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 :					
174	• Project Manager appointed				01/05/16	31/03/2016 <ul style="list-style-type: none">• Communication with staff in scope was carried out at end of January 2016.• Options Appraisal and Implementation Plan under development.• Project Manager to be identified.• Savings agreed at full Council but rephased.• Further discussions with Muirton Community Nursery regarding SLA.					
	• Communications Plan developed				01/05/16						
	• Options Appraisal reviewed and conducted				31/05/16						
	• OBC updated to reflect changes following options appraisal				31/05/16						
	• Implementation Plan				31/05/16						
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 :					
	• Initial engagement with 3rd sector				29/01/16	31/03/2016 <ul style="list-style-type: none">• Savings for this project have been determined.• Project Team to be Established• Initial engagement with 3rd Sector happened in November 2015 ahead of January 2016 target.• JP met with new PKAVS representative 04/03/2016• 3rd Sector organisations have been contacted regarding changes to commissioning but there have been some issues with willingness to engage in discussions and ability for PKAVS to facilitate.					
	• Project Team Established				29/04/16						
	• Project Plan for Strategic Commissioning				30/04/16						
	• Publish commissioning strategy				30/06/16						
	• Identify 17/18 savings				31/10/16						
• Identify 18/19 savings				31/10/17							
Total						0	160	463	887	500	2010
Housing and Community Care											

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)
Business Transformation Programme											
BT000370	HCC- Communities First Review	Bill Atkinson	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 :					
	• Identify the steps required to support the development of a future market place which empowers communities to become more self-sustaining				15/04/16	31/03/2016					
	• 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				29/04/16	Community Catalysts successful secured Excel Scotland procurement bid with a view to conducting initial baseline assessment of community-led initiatives.					
	• Complete planning stage of localities				30/04/16	First stage of localities review has commenced with planning taking place to ensure necessary information is available to support the formal consultation process with affected staff members. Formal consultation started on 16/3/16 with wider staff group. Trade Unions have been notified.					
	• Conduct a baseline assessment of current community led initiatives to identify existing alternative mechanisms for accessing social care support within localities				30/04/16						
	• 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				30/04/16						
	• Undertake formal consultation with staff affected by localities review				06/05/16						
	• Complete implementation of integrated care teams within localities to enable communities first ethos to be achieved				31/03/18						
175	• Undertake post implementation review to ensure continuous improvement and quality mechanisms are in place within localities as a result of implementation of communities first				30/12/18						

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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 :						
176	• Approval through budget setting process				11/02/16	31/03/2016					
	• Appointment of Project Team				29/02/16						
	• Develop detail to build action plan				31/03/16	Project Officer appointed. Date of commencement to be confirmed. Project Assistant post is now filled.					
	• Stakeholder analysis and development of communication plan				31/03/16						
	• Review current assessed needs of existing Local Authority care home residents to inform future shape of residential care				31/08/16	Meetings with Care Home staff undertaken confirming scope of review. Consultation and engagement will commence from April 2016 to look at options and recommendations. Project approach and key milestones finalised. Programme governance including stakeholder analysis, communication plan and risk profiles commenced.					
	• 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						
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 :						
	• Establish Project Team				31/12/15	31/03/2016					
	• Appointment of Development Officer/Manager				31/01/16						
	• Development of Project Initiation Document				15/03/16	Development Officer has now been appointed and commenced post on 16 February 2016.					
	• Undertake an initial evaluation of existing temporary accommodation				29/04/16						
	• Undertake a modelling exercise based on supply and demand to project future needs				30/12/16	Development of the PID completed on 15/03/2016 , this task had a dependency on the Development Officer being appointed in order to be completed. Workshop to develop the PID was held on 15/03/16 and action plan is in place.					
	• Undertake assumptions and scenario planning				30/12/16						
	• Undertake benchmarking activity				30/12/16						
	• Undertake option appraisal and cost benefit analysis				31/01/17						
	• Produce Report and submit to SMT with proposals for future provision and delivery of temporary accommodation				31/01/17						
	• Develop Implementation Plan				31/03/17						

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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 :						
	• Approval through the budget setting process				11/02/16	31/03/2016					
	• Appointment of Project Team				29/02/16	This project will be supported by the same team mentioned in the Review of Residential Care.					
	• Develop detail to build action plan				31/03/16						
	• Stakeholder analysis and development of communication plan				31/03/16	Background planning activity has commenced around workforce, capacity and building usage to inform future consultation activity. Due to VSS, current Lewis Place Manager will take on responsibility for managing both New Rannoch and Lewis Place in preparation for the first stage of remodeling existing facilities.					
	• Undertake a review of existing facilities with a view to identifying options and implement recommendations.				31/10/16						
	• 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	Project approach and key milestones finalised. Programme governance including stakeholder analysis, communication plan and risk profiles commenced.					
	• 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						
	• 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						
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 :						
	• Conduct an evidenced study into the current stores and supplies processes				31/12/15	31/03/2016					
	• Produce report outlining recommendations from initial study				31/12/15	The review has been broken down into four main areas. The Review of Stores Systems and Processes and The Supply Chain Solution have been completed and some quick wins have been identified and are currently being progressed. The next two areas being examined are Trades and Productivity and the Review of the Fleet. Due to the potential overlaps/dependencies in all four of these workstreams a full option appraisal will take place once all the reports are finalised. As a result the milestones have been updated to reflect this change.					
	• Develop option appraisal and cost benefit analysis in relation to electronic ordering and invoicing				31/05/16						
	• Produce option appraisal and cost benefit analysis in relation to managed stores and supply chain solutions				31/05/16						
	• Research and consider options in relation to trade productivity				31/05/16						
	• Research and consider options in relation to costs and future use of fleet vehicles				31/05/16						
	• Submit report to SMT on future options for the Repairs Service				01/07/16						

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BT000374	HCC- Review of Community Care Packages for Adults	Colin Johnston, Diane Fraser	23/09/15	31/03/19	On Target	0	0	0	560	0	560
Brief Description :		Working with community care clients, their families and carers, to provide financially sustainable care packages.									
Key Milestones :						Progress to Date :					
	• Identify high cost care packages				30/11/15	31/03/2016					
	• Approval by CCMT of Committee Report on change in policy regarding resource allocation for community care packages				29/02/16	High cost care packages have been identified. Social Workers posts are currently being recruited.					
	• Consultation with clients and families				30/06/16	Due to changes agreed through the Council's budget setting process the original project plan is currently being reviewed and milestones have been redetermined. It is envisaged that the development of the future strategy for this care group will shape the way forward and it is anticipated that this will be concluded by September 2016.					
	• Staff consultation and engagement				30/06/16						
	• Engagement and Communication with Providers/Service Level Agreements				30/06/16						
	• Recruitment of Temporary Social Workers				31/07/16						
	• Approval of policy change regarding resource allocation of community care packages by Housing and Health Committee/ IJB				31/08/16						
	• Begin individual reviews of care packages				31/08/16						
	• Begin implementing alternative support packages				31/08/16						
	• Completion of review of all care packages				30/03/18						
Total						0	172	1637	1919	0	3728

The Environment Service											
Business Transformation Programme											
BT000375	TES - Review of Roads Activities	Willie Young	01/11/15	30/09/16	Some Issues	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	31/03/16					
	• Engage with partners to seek their support for participating in the review				30/11/15	Progress of this review has been delayed due to consideration of a Tayside/ Forth collaborative working programme and the continuing uncertainty over the national direction. Following completion of the scope for the Tayside collaborative working programme, a 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	A decision has been made to take this review forward as part of the Collaborative Working agenda across Tayside. As a result the timescales for the milestones will be reworked to reflect this following further discussions.					
	• 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						

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BT000380	TES - Grounds Maintenance - Continental Shift Working Review	Nigel Taylor	01/11/15	30/04/16	On Target	0	0	90	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 :					
<div><div></div><div></div><div></div><div></div><div></div><ul style="list-style-type: none">Advise staff formally in writingFirst staff consultative meetingSecond consultative meetingImplementation</div>						01/02/16	31/03/16				
						12/02/16	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.				
						05/04/16					
						01/04/17	Consultation with unions and staff are currently ongoing.				
BT000376	TES - Review of Recycling Service	Donna Rigby	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 :					
<div><div>179</div><div></div><div></div><ul style="list-style-type: none">Bin tenders awardedPhase 1Phase 8</div>						30/11/15	31/03/16				
						29/02/16	The roll out of the replacement 140 litre bins has started with Phase 1, where 6741 x 240 litre general waste bins were replaced by 140 litre bins in February 2016.				
						30/06/17	Next phase is; 6983 replacements scheduled for week commencing 11 April 2016.				

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BT000363	TES - Smart Perth and Kinross: Perth and Kinross Open Data	Paul Davison	01/10/15	31/03/20	Some Issues	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 :					
180	<ul style="list-style-type: none">Draft PKC Open Data Policy (Now titled Open Data Strategy)				31/01/16	31/03/16					
	<ul style="list-style-type: none">Options Appraisal for Community Information Systems				31/01/16	Publication plan has been circulated for feedback amongst senior management and transformation project leads. The draft policy, retitled the Open Data Strategy is complete. The plan and strategy will both be published on the website and will also be presented to each SMT.					
	<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	Options appraisal for the community information system is complete and an externally-hosted WordPress-based website has been set up for those involved in the Stories of Place workstream. Initial work is being carried out to populate the site.					
	<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	There have been some delays with the application for ERDF funding, however four distinct work packages have been outlined by the "8th City/ Scottish Cities Alliance Project Team" for which the cities will receive support, and where we will aim to make contributions to direction/ planning. A number of technical aspects of the project will likely not be decided until cooperation between the cities on these matters is finalised. We are currently awaiting guidance on the next step of the ERDF application.					
	<ul style="list-style-type: none">Create new page for PKC website with sample datasets and interactive maps/ visualisations				30/04/16						
							In light of these delays we are postponing the Open Data Portal beta launch from 29/02/16 to 01/09/16. Instead we will be focusing on the populating the webpage which will showcase sample datasets released under the Open Government Licence, as well as interactive mapping demonstrations.				
Total						6	180	396	520	0	1102
Overall Total						6	1205	3956	5078	1514	11759