Appendix 1

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											
BT000403	Corporate - Council Assets for Commercial Sponsorship Review	Steve Homer	01/03/16	30/12/16	On Target	0	30	50	20	50	150

Brief Description : This review aims to take an innovative approach by using the Councils existing assets as a means for producing a revenue stream by offering sponsorship and advertising opportunities to commercial organisations. The revenue generated from this project can be offset against the Costs of providing valuable public services.

Key Milestones :

- Benchmarking and consultation 29/07/16
- RCV Quick Quote 02/08/16
- Phase 1 implementation 31/08/16
- Asset analysis 30/09/16
- Report to SP&R Committee 30/12/16

Progress to Date :

17/08/2016

Phase 1 assets identified. Quick quote process identified as the chosen procurement route under advice from procurement. Commercial advertising on refuse collection vehicles actioned as providing the best option for an early yet sustainable win. The income target for 2016-17 has been reprofiled from £30K to £15K due to the fleet media management company for refuse collection vehicles going into administration. This was agreed by EOT on 5/7/16. A quick quote process has been initiated to find an alternative provider.

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BT000406	Review of Administrative Support	Steve Homer	01/02/16	31/12/16	On Target	0	186	109	279	0	574

Brief Description : The Administrative and Support Functions Transformation Review will analyse how we deliver these functions now and consider how we may deliver these services in the future.

Key Milestones :

- New Scoping Report approved by EOT 02/08/16
- Learn Innovate Grow Sessions 30/09/16
- Agile project management pilot 21/10/16
- Appoint project resource 31/10/16
- Review Report 29/12/16
- Define key business processes for review 30/12/16

Progress to Date :

17/08/2016

EOT approval on 2 August included: renaming the review as the Review of Customer and Business Support Functions; identifying a centrally managed service as being the preferred option; implementation of a fully Learn Innovate Grow approach. This provides a mandate from the EOT on the way ahead covering the wider breadth of functions which should be encompassed by the review and encompassing the “end to end” business processes, irrespective of frontline/back office boundaries. The review has been reprofiled to suit the proposals identified in the scoping paper approved on 2 August. This does not affect the end date.

None | On Target | Some Issues | At Risk | Remedial Action | Completed | Not Started | On Hold | Rescoped | Project Delayed | Abandoned | Slippage

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)
BT000407	Review of Finance	Euan Sturgeon	08/01/16	29/09/17	On Target	0	81	82	255	0	418

Brief Description :

This review could deliver efficiencies beyond the £418k provided within the executive summaries for the 2016/17 budget. These efficiencies can be achieved by: Improving processes; Expanding the use of technology; Merging common operations and achieving economies of scale; and, Adopting new service delivery models.

Key Milestones :

- Allocation of Phase 1 workstream leads 31/03/16
- Interviews for Project Officer post 27/06/16
- Revenue monitoring concluded 30/06/16
- Internal Audit Phase 1 Final Report to be completed 26/08/16
- Final Accounts Phase 1 Final Report to be submitted 30/11/16
- Revenue Budgeting Phase 1 Final Report to be submitted 16/12/16
- HR & ES Phase 1 final report to be completed 21/12/16
- Capital Budget & Monitoring Phase 1 Final Report to be submitted 31/03/17
- Financial Administration Phase 1 Final Report to be submitted 31/03/17
- Allocation of Phase 2 workstream leads 03/04/17
- Submission of Phase 2 final reports 30/08/17

Progress to Date :

23/08/2016

At the last FTR Board meeting on 28.07.16, progress to date was noted as satisfactory with the exception of the Financial Administration workstream. Although significant slippage has been generated, with the vacant post of workstream lead, the appointment of a Project Officer on 01.08.2016 will kick start this workstream. It is important to note that the Project officer will work on both the FTR workstreams and the Customer and Business Support Review. Progress with all remaining phase 1 workstreams is as follows:

Revenue Monitoring – Concluded, with one delivery model being adopted across all Services. CADS has already adopted whilst TES and HCC will be aiming for adoption by Sep16.

HR & ES – An interim report will be put to the FTR board in early October. Customer engagement commenced.

Capital Budgeting and Monitoring – Started in Jul 16 as planned.

Internal Audit - Ongoing discussion with HCC.

Revenue Budgeting – Started in Aug 16, as planned.

Final Accounts – Will commence in Sep 16, as planned

None | On Target | Some Issues | At Risk | Remedial Action | Completed | Not Started | On Hold | Rescoped | Project Delayed | Abandoned | Slippage

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BT000377	Corporate - Modernising Performance Reporting Review	Chris Jolly	01/11/15	30/06/17	Some Issues	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 :

- Consultation with stakeholders 31/05/16
- Complete review of existing systems 31/05/16
- Review of current reporting processes 31/05/16
- Complete options appraisal 10/06/16
- End of review, start of project implementation stage 30/06/16
- Final report to EOT 30/06/16
- Create Pilot Project Team 15/07/16
- Approve scope of Pilot 22/07/16
- Progress report on Pilot to Project Board 19/08/16
- Specification developed - revised milestone 30/08/16

Progress to Date :

18/08/2016

A Pilot Project Brief has been created in consultation with IT colleagues and will be submitted to the Project Board for approval on 22 August. This has taken longer to finalise than had been planned due to the complexity of the tasks involved.

Although the brief has not yet been approved, colleagues across the Council have been involved in its development and this preparatory work has been necessary for colleagues to better understand the complexities of the task and what it is that needs to be achieved. The first meeting of the pilot project team is scheduled for w/c 22 August, and using an 'Agile' approach to managing the Pilot, the delay in approving the scope should not adversely affect progress towards a meaningful result.

Financial variance: £34,000 savings identified for 2016/17 will be made by staffing costs which are now scheduled to be realised in 2018/19, with the cessation of a temporary post. This was agreed by EOT on 5/7/16.

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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 :

- Implementation of on-line application upgrade 31/10/16

Progress to Date :

18/08/2016

EOT agreed previously that this project will close on completion of the introduction of the new online system for Civic and Liquor Licenses with all other applications being a work stream of the Online Services / myAccount Project.

Progressing with the implementation of the on-line application upgrade. Currently revising all licensing forms before these are passed to the supplier for additional work then to be undertaken by them.

Financial variance: The approved savings and spend for this project have been transferred, along with work streams, to the Online Services/My Account Project. The proposed spend on this review is not now required.

None | On Target | Some Issues | At Risk | Remedial Action | Completed | Not Started | On Hold | Rescoped | Project Delayed | Abandoned | Slippage

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 :

- Mapping of Systems Requirements 31/07/16
- Align procurement work to corporate sustainable development 31/08/16
- Carry out needs assessment for Community Benefits requirements from contracts 30/09/16
- Train the trainer approach to electronic contract management systems deployed 30/09/16
- Bulk upload of existing contracts to new management platform 31/10/16
- Review of savings opportunity from all existing contracts 31/10/16
- Tracking of secured savings from contracts 31/03/17
- Roll out of Systems enhancements plan 31/03/17

Progress to Date :

16/08/2016

There are three themes to the review and work carried out to the end of July 2016 for each theme is set out below:

Savings: An assessment of the approach to how identified savings are documented has led to grouping of contract improvements into those funded by captial, revenue and housing revenue budgets. The tracker has been updated to ensure that targets set against revenue budgets can be monitored more easily.

Systems: Changes to the use of the electronic tendering system have been completed. Preparatory work to add existing contracts to the new contract management system are in rpogress. Some issues in identifying and planning to deliver the opportunities that could arise from a more corporate approach to supply chain management through using our systems in a more integrated way.

Sustainability: Using the community benefit clauses at early stages of a new contract to agree with contractors how these can support individuals currnetly accessing services provided by the Council. This proactive approach has worked with a couple of pilot projects and will now form the template for roll out across a wider range of contracts.

Savings related to date are £280k (target for 16/17 - £500k). Some pressures are being identified with inflationary increases, and also unfavorable exchange rates following the EU Referendum, which may impact on OBC assumptions on the ability to release projected savings. This is being investigated.

None | On Target | Some Issues | At Risk | Remedial Action | Completed | Not Started | On Hold | Rescoped | Project Delayed | Abandoned | Slippage

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BT000368	Corporate - Corporate Digital Services and myAccount Review	Lynne Harris	01/10/15	28/09/18	Remedial Action Required	0	215	377	412	448	1452

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 :

- Develop Customer portal (online service) identity and branding — 30/06/16
- Completion of Revised Business Case — 31/08/16
- Procure technical components and services - New target date 31/08/16 — 30/09/16
- Develop technical guidelines to support incorporation of third party solutions into PKC online services environment — 31/12/16
- Design online services technical blueprint incorporating MyAccount — 31/12/16

Progress to Date :

24/08/2016

The previous verto update reported an amber status - this was related to concerns around the programme's ability to deliver savings contained within its 2015 Outline Business Case.

Further investigation has taken place since then and a Revised Business Case has been compiled at the request of the EOT with more accurate savings forecasts. Originally it was estimated that the programme would pay for itself within a 5 year period. This has now been extended to between 6 and 7 years. However there remains a degree of uncertainty connected with the revised saving figure as the figures are based on general costs per transaction applied across the board rather than taking into account complexities of each and every individual service delivery process in scope.

The updated Business Case has been shared with the ICT Transformation Board. It is recommended the Business Case is revised regularly as services are migrated to the online channel.

The EOT are asked to approve the Revised Business Case. Monthly meetings continue to take place with Financial Controllers.

The Tayside collaboration around procurement of the customer services platform and online services solution will lead to some delays in timescales to implement the environment, however these will be offset by a reduction in costs to procure the licences, as well as a reduction in training and consultancy costs. The three Councils are committed to collaborate further on design and implementation of online services.

Further work to define the early adopter phases of the programme has taken place – work having commenced on the capture of Housing Repairs and TES Early Adopter as-is business processes.

Launch of the revised website is on track for end of October 2016. The Web Steering Group - providing governance around content and design for the website and eric - is now well established.

- Joint procurement opportunity with Angus and Dundee City Councils- for an online customer service platform- is in progress, procurement strategy to be agreed by end of August.
- Revised Website Design - site build in progress, further consultation with various user representatives including Councillors planned.
- Corporate Data Management assessment complete, to be reviewed by ICT Transformation Board.
- Website Steering Group active, contributing to the design and structure of the revised website and considering approaches to website advertising/ sponsorship.

None | On Target | Some Issues | At Risk | Remedial Action | Completed | Not Started | On Hold | Rescoped | Project Delayed | Abandoned | Slippage

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BT000369	Corporate - Mobile Working Review	Lynne Harris	01/10/15	28/09/18	Remedial Action Required	0	187	499	812	812	2310

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 :

- Completion of Revised Business Case 31/08/16
- Create master list of services in scope 31/08/16
- Procure technical components and services 30/09/16

Progress to Date :

24/08/2016

The previous verto update reported an amber status – this was related to initial delays at the programme outset which put back the timescale for realising programme savings until late 16/17. At time of writing this update, further investigation is still on going to build up the Revised Business Case (RBC), but it is likely the RBC will state that time to deliver savings will be protracted due to the additional time taken to get the programme up and running, as well as delays in time to procure the technical environment to support the Mobile Working programme.

Originally it was estimated that the programme would pay for itself within 5 years, however that is likely to move out by 1 to 2 years. There is still a degree of uncertainty around accuracy of the revised savings figures as the business change required to support the corporate mobile working agenda is dependent on a number of factors, such as changes in numbers of staffing complement within scope for mobile working, cross-overs with other transformation programmes, and costs and complexity of integration with back office business systems.

The updated business case will be shared with the ICT Transformation Board. It is recommended the Business Case is revised regularly as and when business areas are migrated across to the corporate mobile working platform. The EOT are asked to approve the Revised Business Case.

The procurement strand of the programme is nearing completion with two suppliers involved in the final tender evaluation stage. Dialogue was extended from the initial target date of 11 July to 22 July to allow a number of follow-up demonstrations / discussions to be held with suppliers. In addition to this, the date for receipt of final tender documentation was extended by a week following a request from one of the suppliers. These delays have had a subsequent knock-on effect on subsequent target dates. Initial evaluation of tender returns identified a number of areas requiring clarification; dialogue with suppliers is currently ongoing.

The preferred supplier will be identified w/c 22 August and pending the 10 day standstill period, the contract will be awarded early September. Further work has taken place to more accurately assess the potential for mobile working across the Council with the number of mobile workers potentially in scope increasing from 619 FTE to 943 FTE. New risks have been added to the programme's risk profile highlighting potential issues around savings and integration with back office systems.

- Procurement is in the final stage with the contract scheduled for award in September
- Business Analysis workshop undertaken with the Integrated Occupational Therapy service to assess future integrated service redesign opportunities and data sharing requirements
- Project Assistant joined the team

None | On Target | Some Issues | At Risk | Remedial Action | Completed | Not Started | On Hold | Rescoped | Project Delayed | Abandoned | Slippage

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BT000363	Corporate - Smart Perth and Kinross: Perth and Kinross Open Data	Paul Davison	01/10/15	31/03/20	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 :

- Create new page for PKC website with sample datasets and interactive maps/ visualisations 30/04/16
- Hold Data Cluster Workshop with Cities 28/06/16
- Approve organisation's Open Data Strategy at EOT 05/07/16
- Project Initiation Document for 8th City PMO for ERDF funding 22/08/16
- Open Data Strategy approval at Strategic Policy & Resources (SP&R) Committee 21/09/16
- Data Cluster - Data Standards Work Package 30/09/16
- Open Data Portal Beta Launch 31/01/17

Progress to Date :

11/08/2016

Recently, the post of Open Data Coordinator was filled. This post will be responsible for the co-ordination, preparation and publication of Open Data within Perth and Kinross Council, and will report to the Smart City Project Officer.

As required by the 8th City Programme Management Office (PMO), drafts of each city's Project Initiation Documents for Open Data have been submitted to the PMO. These set out the project delivery arrangements in each city ensuring compliance with the requirements of the project's ERDF funding. These documents will be updated throughout the life of the project.

Linked to this descriptions of the four agreed work packages (WP) are currently being written collaboratively by representatives from the cities, and our Open Data Review Project Team is actively contributing to each WP. Work on the first work package, outlining a set of standards to apply to open data, is projected to be complete by the end of September, which will enable work to begin on the other work packages.

On approval at EOT, it was recommended that the Open Data Strategy be approved by Strategic Policy & Resources (SP&R) Committee, and a report has been submitted for the 21st September meeting. This Strategy sets the framework for the development of Open Data in PKC.

The proposed timescale for the launch of a Beta version of the Open Data Portal remains on target.

Total						0	1233	2157	2778	1310	7478

None | On Target | Some Issues | At Risk | Remedial Action | Completed | Not Started | On Hold | Rescoped | Project Delayed | Abandoned | Slippage

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Education and Children's Services											
Business Transformation Programme											
BT000392	ECS - Expansion of Family Based Care	Linda Richards	01/01/16	31/03/20	Some Issues	0	0	78	78	8	164

Brief Description : To meet the increasing demand for foster carers and family-based carers for children and young people looked after by Perth and Kinross Council

Key Milestones :

- Rescoped paper to EOT 05/07/16
- Report to MOWG 17/08/16
- Report to SP&R on funding 21/09/16
- Project Team established and Project Plan agreed 31/10/16

Progress to Date :

16/08/2016

- Following discussion at EOT and prior to going to SP&R, a paper will go to the MOWG (17/8/16) to revisit the funding of the Expansion of Family Based Care.
- Because the SP&R was only asked to approve £162,000 funding for this review, notwithstanding the OBC process, we are in effect asking for an additional £47,000 from Earmarked Funding.
- "The revised funding request is for £209,000 to ensure the effective delivery of the review, an increase of £47,000 over the period of the review. This increase has arisen following further detailed analysis of the resources required to ensure the effective delivery of this project, over its duration to 2019." extract from SP&R report.
- The slippage in establishment of the project team and project plan are as a result of the uncertaintiy over financials for this project and will have no impact on the overall delivery.

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BT000394	ECS - Review the Delivery of Class Contact Time	Sharon Johnston	01/01/16	31/03/19	On Target	0	0	325	195	0	520

Brief Description : This proposal is to review and redesign Reducing Class Contact Time

Key Milestones :

- Draft project plan to be agreed with SRO 19/08/16
- Project Lead / Team established and Project Plan agreed 01/09/16
- Benchmarking with other Local Authorities complete 31/10/16
- Up to date figures and staffing data gathered and analysed 31/10/16
- Report to Modernising Governance MOWG (Indicative Date) 01/03/17
- Report to Lifelong Learning Committee (Indicative Date) 29/03/17

Progress to Date :

15/08/2016

There is a risk to this project regarding teacher/pupil ratios which must be considered as part of this review process.

- Short listing for project officer post has been carried out. Interviews scheduled for 19/08/16.
- Short term working reference group has been formed and have developed a skeleton project plan.
- Benckmarking with other Local Authorities has commenced.
- The spend for this project is for the recruitment of a project lead responsilble for Review of Class Contact Time, Review of Working Week Arrangements in Schools and the Review of School Staffing Standards (Phase 3).

None | On Target | Some Issues | At Risk | Remedial Action | Completed | Not Started | On Hold | Rescoped | Project Delayed | Abandoned | Slippage

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)
BT000358	ECS - Review of Catering Services	Greg Boland	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 :

- Update paper to Tayside Governance and Strategy Group 29/07/16
- Complete benchmarking and consultation by project team 31/08/16
- Final Business Case to Tayside Governance and Strategy Group 20/10/16
- Final Business Case to EOT 25/10/16

Progress to Date :

15/08/2016

Being reported through Tayside Governance and Strategy Group

- This project is being taken forward on a Tayside wide basis.
- Tayside Governance and Strategy Group (TGSG) **acting as Project Board** (Jim Valentine sits on this Board for PKC)
- Simon Farrer is representing PKC's interest on the Project Team.
- Assurance received from TC Managing director that the Final Business Case will be delivered October 2016.
- Additional assessments of existing CPUs carried out. Findings from assessments still to be concluded.

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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 :

- Principles Paper to SMT 14/07/16
- Principles Paper for the review of school estate to LLC for approval 24/08/16
- Subject to approval options to be developed in detail for committee approval 06/10/16
- Committee approval of detailed options 02/11/16
- Recommendations to Modernising Governance MOWG (Indicative Date) 01/03/17
- Pre-consultation/Informal consultation and Rural aspect / Community impacts 30/06/17
- Proposal papers/Options appraisals 30/06/17
- Statutory consultation complete with recommendations to LLC. 31/03/18

Progress to Date :

15/08/2016

- A principles paper for the review of School Estate was presented to SMT and will be considered by LLC on 24 August 2016.

None | On Target | Some Issues | At Risk | Remedial Action | Completed | Not Started | On Hold | Rescoped | Project Delayed | Abandoned | Slippage

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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 :

Milestone	Date
Communication and Engagement meeting with North Inch Community Campus	22/06/16
Communication and Engagement meeting with Strathearn Community Campus	23/06/16
Communication and Engagement meeting with CLD @ Loch Leven Campus	23/06/16
Communication and Emgagement meeting Breadalbane	24/06/16
Benchmarking with Dunfermline High School	02/08/16
LAL Efficiences Identified and presented to PKC	31/08/16
Elected Member briefing	05/09/16
Benchmarking with Lasswade High School	06/09/16
Conduct Equalities Impact Assessment	30/09/16
Communication Plan finalised	30/09/16
Interim analysis of findings and recommendations	07/10/16
Report to ECS Transformation Board	13/10/16
Report to EOT	25/10/16
Report to Modernising Governance MOWG	26/10/16
Report to LLC	02/11/16
Full Business Case developed following Final Report	01/12/16
Charging Arrangements Paper to Full Council	28/02/17
Implementation of review findings	01/04/17

Progress to Date :

15/08/2016

- Engagement with consultees will take place at scheduled local events in campus areas to engage with people in local communities.
- Engagement with local elected members on community campuses and obtain their feedback - 5 Sept 2016
- Benchmarking with LA's has started. Visit to Dunfermline High has taken place and Lassewade visit scheduled for 6 September.
- Meeting with LAL re. contract took place 8 July 2016. Further ongoing consultation with LAL will take place end of August to discuss indentified efficiences.
- Review of campus charging and inclusion of school lets as part of this review continues.
- Completed mapping exercise with reception and admin staff at campuses. Process mapping and review of current job profiles currently being carried out.
- Proposed campus delivery model is complete and new job profiles for clerical and admin are going to be discussed with HR job families 16/8/16.

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BT000362	ECS - Review of Facility Management (FM) Service arrangements (including Tayside Contracts)	Anthony Clark	01/09/15	31/03/20	On Target	0	0	150	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 :

Milestone	Date
All Janitors and School Crossing Patrollers briefed on options at In-Service day	15/08/16
ECS SMT	25/08/16
Recommendation to EOT on preferred option	30/08/16
Communications & Consultation Plan agreed	16/09/16
Report on preferred option to Modernising Governance MOWG	26/10/16
Political Approval of preferred option from LLC	02/11/16
Project implementation date	01/04/17

Progress to Date :

16/08/2016

- Investigatory meetings with Property Services and Tayside Contracts were conducted during July to inform the option of integrated services.
- Meeting with Janitorial Staff held 15/08/2016 to update on progress so far and seek feedback regarding the process and potential options.
- Options Analysis Document template was created and data submissions from Property Services, Tayside Contracts, and ECS are being collated for inclusion. Draft document/ to be completed by W/E 19/08/2016
- Pre EOT meeting with Depute Chief Executives scheduled for 19/08/2016.

None | On Target | Some Issues | At Risk | Remedial Action | Completed | Not Started | On Hold | Rescoped | Project Delayed | Abandoned | Slippage

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)
BT000365	ECS - Strategic Commissioning with the 3rd Sector	Caroline Mackie	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 :

Completed	Project Team Established	30/06/16
Completed	Develop Project Plan in respect of Strategic Commissioning Review and revision of ICSP	30/06/16
Completed	Create master list of all current third sector and partners commissioning arrangements	30/06/16
Completed	Communications plan developed	30/06/16
Completed	ECS Commissioned Services Board Established	11/08/16
On Target	Further engagement and workshop with third sector forum	25/08/16
On Target	Identify 17/18 savings	31/10/16
On Target	Commissioning Strategy developed	31/03/17
On Target	Commissioning Strategy to Lifelong Learning Committee (Indicative Date)	28/06/17
On Target	Publish commissioning strategy	30/06/17
On Target	Identify 18/19 savings	31/10/17

Progress to Date :

15/08/2016

- Master list of all current SLAs, partners and third sector organisations is completed.
- Working group memebership established
- Strategic Commissionigng Learning event for third sector organisations took place 17/06/16. A further engagement session and workshop is scheduled for 25/08/16
- Communication plan developed and currently out for consultation
- ECS Commissioned Services Board has been approved by SMT for the short to medium term as the decision making body for this review.
- Review of ICSP to be undertaken in parrallel with this review.
- Joint funding bid to Scottish Government was succesful and a training programme to build capacity is currently being developed.

None | On Target | Some Issues | At Risk | Remedial Action | Completed | Not Started | On Hold | Rescoped | Project Delayed | Abandoned | Slippage

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)
BT000390	ECS - Review of Inclusion Services	Peter McAvoy	01/01/16	31/03/18	On Target	0	0	0	0	0	0

Brief Description : Redesigning the delivery model which may result in some efficiencies but any savings or changes to service provision must be undertaken within legal duties held by the council.

Key Milestones :

- Quick Quote 20/05/16
- Recruitment process concluded 30/06/16
- Initial meeting with Working Group 08/07/16
- Project Plan agreed 01/08/16
- Meeting with working group to discuss findings 30/08/16
- First Draft Report on Review Findings 07/10/16
- Report to Modernising Governance MOWG 26/10/16
- Final report on Review findings 08/12/16
- Report to Lifelong Learning Committee (Indicative Date) 25/01/17

Progress to Date :

16/08/2016

- 2 separate Quick quotes were submitted for a consultant 20/05/16 and 8/6/2016. Process closed with no succesful applicant for either.
- A working group was then established on a short term basis with consultants who have the relevant experience and knowledge to carry out benchmarking with 5 comparator local authorities. The First meeting of working group was held on 8 July 2016.
- Benchmarking commenced during July 2016 and a first progress report has been received 15 August 2016.
- Next meeting of group will be 30 August 2016.
- First draft report Oct 2016 on findings of review.
- An independant reviewer from another Local Authroity will be brought in to provide an assessment of the final report.

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)
BT000391	ECS - Review and remodelling of Residential Care Services (Children and Young People)	Hazel Robertson	01/01/16	31/03/20	On Target	0	0	0	0	0	0

Brief Description : To avoid escalating costs of residential care for children and to better meet increasing and changing demands of children and young people who need to be looked after in residential care provision.

Key Milestones :

- Project Team established 11/08/16
- Project Initiation Meeting 11/08/16
- Project Plan agreed 01/09/16
- Report to Modernising Governance MOWG (Indicative Date) 01/03/17
- Report to Lifelong Learning Committee (Indicative Date) 28/06/17

Progress to Date :

This project is a preventative measure to mitigate pressures in overspend (cost avoidance £250k)

15/08/2016

- The project team has been identified and intitial meeting has taken place
- Project plan currently under development
- Research and analysis in respect of young people accommodated in residential care since 2008 carried out.
- Site visit by architects to the cottages carried out
- Review will identify and explore multiple options which will be outlined in the final report.

None | On Target | Some Issues | At Risk | Remedial Action | Completed | Not Started | On Hold | Rescoped | Project Delayed | Abandoned | Slippage

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)
BT000395	ECS - Review of Working Week Arrangements in Schools		01/01/16	31/03/19	On Target	0	0	0	0	0	0

Brief Description : Review the current working week arrangements in schools with an aim to assist schools to plan and deliver teaching and learning in an efficient way

Key Milestones :

- Interview process 19/08/16
- Project Lead / Team established and Project Plan agreed 01/10/16
- Report to Modernising Governance MOWG (Indicative Date) 01/03/17
- Report to Lifelong Learning Committee (Indicative Date) 31/03/17

Progress to Date :

15/08/2016

Due to the nature of the different approach being proposed by this project and the time required for full statutory consultation it is proposed that this project is reported through ECS other projects going forward and no longer reported through the Transformation Programme.

- Short listing for project officer has been carried out. Interviews scheduled for 19/08/16.
- Short term working reference group has been identified.
- Benchmarking with Dundee, Angus, Fife and other Local Authorities along with research on working week arrangements in schoold across Scotland has commenced.
- The establishment of the Project Team and Project Plan is indicative on the recruitment of the project lead.

Total						**0**	**45**	**774**	**1160**	**508**	**2487**

None | On Target | Some Issues | At Risk | Remedial Action | Completed | Not Started | On Hold | Rescoped | Project Delayed | Abandoned | Slippage

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	Bill Atkinson	30/11/15	31/03/19	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 :

- Proposal paper to CCMT/SMT for development worker demonstrator final sign off — 10/08/16
- Localities management structure and demonstrator site proposal to SMT for sign-off — 30/08/16
- Draft budget and financial implications prepared for approval at Transformation Board — 31/08/16
- Revised Locality structure rebuilt on Resource link — 01/09/16
- Engagement plan to enable communities to actively influence shape of community developments/activityto be developed and signed off by CCMT/SMT — 30/09/16
- Recruitment to management structure completed — 30/09/16
- Full management structure in new localities model becomes active — 01/10/16

Progress to Date :

11/08/2016

- Development worker demonstrator sites initially identified as Comrie/Crieff joint area in the South Locality and South Perth City (Craigie) in the City Locality. Proposal paper sent to Development Worker Steering Group for approval before review and approval by CCMT and SMT.
- Development session for new Team Leaders took place on 7th July 2016. Further discussion required around future requirements.
- Service Managers and Heads of Service are in the process of meeting with appointed Team Leaders to discuss objectives and process for designing the locality model.
- Locality planning sessions arranged for Early Intervention and Prevention Team, complex care session will be booked following Team Leader feedback.

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)
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 :

- Consideration of possible resource implications and solutions — 30/11/16
- Carry out consultation and engagement with staff — 30/06/17
- Carry out costing of potential Residential Care model — 30/06/17

Progress to Date :

11/08/2016

- Focus group options previously prepared continue to be costed.
- Engagement with Residents and Families to be arranged as part of wider review process, there will be no change to service provision before May 2017.

None | On Target | Some Issues | At Risk | Remedial Action | Completed | Not Started | On Hold | Rescoped | Project Delayed | Abandoned | Slippage

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	Tam Cassidy	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 :

- Review service provision at Rio & Tayview — 30/06/16
- Update to be tabled at MOWG — 17/08/16
- Committee approval for options for Rio and Tayview — 24/08/16
- Based on Committees decision move to formal consultation/workforce planning — 26/08/16
- Based on Committees decision commence asset management process — 26/08/16
- Identify the commissioning requirements to provide an intensive support model — 31/03/17
- Undertake a review of third sector providers (Anchor House, Skinnergate & CATH) — 31/03/17

Progress to Date :

11/08/2016

- Staff bulletin released on **July 25th**.
- Operational work plans devised and sub groups implemented.
- Meetings held with the third sector hostel providers on **June 7th.**
- Dispersed Temporary Accommodation Reduction Plan in place. As of **July 25th** 19 temporary properties converted to permanent accommodation.
- Review of Rio and Tayview completed and committee report prepared for Housing & Health Committee 24/08/2016.
- Mapping exercise completed for future service delivery.

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)
BT000381	HCC - Review of Day Care Services	Colin Johnston, Diane Fraser	10/11/15	31/03/18	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 :

- Develop staff model against current day care staff to identify resources and locations for future service delivery — 30/09/16
- Outcome of consultation and engagement activity for LD and Older People summarised and reported to CCMT/SMT — 30/09/16
- Amended Business Case to be sent for approval by Transformation & Service Improvement Board — 30/09/16
- Mapping of activity in day services and review of client requirements within this to establish baseline — 30/09/16
- Carry out engagement sessions for Daycare Users undertaken to understand their requirements — 28/02/17

Progress to Date :

11/08/2016

- HR and Communications teams consulted,initial communications prepared and revised engagement plan created
- Initial staff engagement sessions completed across Older People, Learning Disabilities and Mental Health teams with suggestions for change collated for further discussion
- Review working group have met with initial proposals for change discussed
- Engagement process has been agreed, revised engagement plan and communications prepared. Staff engagement will begin as per the amended schedule.
- Development of proposals continue as part of review for approval by committee in May 2017

None | On Target | Some Issues | At Risk | Remedial Action | Completed | Not Started | On Hold | Rescoped | Project Delayed | Abandoned | Slippage

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	31/03/17	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 :

- Review and Evaluation (Phase 2) — 01/08/16
- Completion of Options Appraisal for new ways of working in relation to delivery of supplies, trade productivity, fleet and charging methodology — 23/09/16
- Conduct a review and options appraisal of workforce arrangements to support delivery of new ways of working — 30/09/16
- Submit Business Case to Transformation Board with options and recommendations for the future delivery of the Repairs Service — 31/10/16

Progress to Date :

11/08/2016

- Initial research in relation to trade productivity has been undertaken and currently reviewing options with a view to producing a business case.
- Options for the use of fleet vehicles are also being developed and recommendations set out within a business case.

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)
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 :

- Recruitment of Temporary Social Workers — 31/07/16
- Consultation with clients and families — 31/08/16
- Begin individual reviews of care packages — 31/08/16
- Staff consultation and engagement — 01/10/16
- Engagement and Communication with Providers/Service Level Agreements — 01/10/16
- Implement Policy — 01/12/16

Progress to Date :

11/08/2016

- Permission given at Transformation Board 21/07/2016 to commence consultation with clients and families.
- Paper to be presented to Housing and Health Committee 2 November 2016 containing outcome of consultation.

Total	**0**	**172**	**1637**	**1919**	**0**	**3728**

None | On Target | Some Issues | At Risk | Remedial Action | Completed | Not Started | On Hold | Rescoped | Project Delayed | Abandoned | Slippage

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											
BT000398	TES - Council Vehicle Fleet Utilisation and Optimisation Review	Bill Morton	01/04/16	31/12/16	On Target	0	0	25	75	50	150

Brief Description : The Council Vehicle Fleet Utilisation and Optimisation Review looks towards the better utilisation of the council's small vehicle fleet through the introduction of telematics and effective ongoing analysis of associated data. In addition the project proposes to undertake a review of the grey fleet (ie private vehicles used for council business) with the aim of reducing the extent to which delivery of Council Services rely on this.

Key Milestones :

- First Project Board held — 25/05/16
- Communication Plan agreed — 17/06/16
- Vehicle tracking data interpreted — 31/08/16
- Tracker System Procured — 30/09/16
- Recruit an additional member of staff — 30/09/16
- Complete interpretation of data on staff vehicle usage — 30/11/16
- Complete benchmarking — 30/11/16
- Complete full business case — 30/11/16
- Develop implementation plan — 30/12/16

Progress to Date :

18/08/2016

All workstreams have been agreed by the board and actions identified. Project plan reviewed at each 6 weekly board meeting.

A procurement exercise is currently in place to procure a new tracker system the timetable for the completion of this is now slightly behind due to YPO allowing an extra week for suppliers to submit their submissions we are now in the evaluation stage with demonstrations planned over the next few weeks with a contract start date towards the end of September. This should not impact on the overall project timeline.

The board agreed to include the car club initiative (an initiative to explore scope for one or more car clubs to operate in Perth & Kinross) as part of the transformation project and the recruitment forms have been forwarded to recruitment however the job has not as yet been advertised. The recruitment for the Transformation project Officer will proceed once the trackers are fitted and we have tangible data to analyse. The time taken to recruit a member of staff has pushed back some spend into 17/18.

Progress of the project is on track with minor delays due to the tracker tendering process.

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)
BT000401	TES - Community Greenspace Review	Bruce Reekie	01/04/16	30/06/18	On Target	0	0	60	0	0	60

Brief Description : Exploring the best way to work with our communities to take on smaller community greenspace sites for community benefit, reduce maintenance activities and explore potential alternative delivery mechanisms.

Key Milestones :

- Job evaluation and EAP approval — 31/08/16
- Appointment of Officer — 01/10/16
- Scoping of framework for sites applicable for review complete — 30/05/17
- Implementation of community agreements to adopt sites, support groups where required — 30/08/18
- Project completion — 30/09/18

Progress to Date :

08/08/2016

Job evaluation and EAP approval for the Community Greenspace Partnership Officer to be completed by end of August with the appointment of this officer at the beginning of October.

Further work on scoping out the framework for site applicable for review will be undertaken on appointment of the Officer in October 2016. This work will be complete by May 2017 with implementation of community agreements commencing on or before this date.

None | On Target | Some Issues | At Risk | Remedial Action | Completed | Not Started | On Hold | Rescoped | Project Delayed | Abandoned | Slippage

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)
BT000402	TES - Inveralmond Reuse Shop Review	Bruce Reekie	01/12/15	31/03/17	On Target	0	0	16	0	0	16

Brief Description : Building the first purpose-built Reuse Shop in Scotland on a recently-cleared piece of land at the front of the Inveralmond Recycling Centre.

Key Milestones :

- Legal services draw up lease based on Heads of Terms 31/08/16
- Finalisation of lease agreement with preferred bidder 30/09/16
- Construction, design, tender and development 31/12/16
- Inveralmond reuse shop open to the public 30/06/17

Progress to Date :

08/08/2016

The Heads of Terms for the lease and the Service Level Agreement are currently being drafted in conjunction with the Property and Estates Teams. It was hoped that the lease agreement would be signed off by 31/05/16 but it is now anticipated that this will be mid-August now. This was due to a review of the construction costs. This was undertaken at the request of The Environment Service Senior Management Team by colleagues in Property Services.

This review has resulted in reducing the build cost, but also the size of the building. These changes have led to delays. The change in building design and timescale is currently being consulted on with the main funder and prospective Operator (PUSH).

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)
BT000375	TES - Review of Roads Activities	Willie Young	01/11/15	31/12/17	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 :

- Engage specialist consultant 31/08/16
- Communication strategy 31/08/16
- Baseline information 30/09/16
- Options developed for potential service delivery approaches 30/10/16
- Approval of option for potential future service delivery by Joint Management Team 15/12/16
- Finalise full business case 30/06/17
- Develop implementation plan 31/08/17

Progress to Date :

10/08/2016

There has been a collaborative board created between Angus, Dundee and Perth and Kinross Councils at an operational level and for professional Services to establish a collaborative working programme to work towards achieving the Roads Review savings target.

Draft communication strategy and drafts for initial news release for staff and elected members/senior management end of August. Baseline information to cover areas such as staff costs, back office, central recharges end of September.There was a £10k underspend last year which has been rolled over into the current year's funding. Discussions ongoing in relation to support requirements to deliver the project.

None | On Target | Some Issues | At Risk | Remedial Action | Completed | Not Started | On Hold | Rescoped | Project Delayed | Abandoned | Slippage

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 :

Milestone	Date
SNAPI - completion of property review project in Crieff/Blairgowrie - New target date 31/12/2016	30/06/16
Vacant properties database collated to identify opportunities to reduce costs	31/08/16
Data gathering and development of programme plan for "Place based/ Area Asset Management Review"	31/12/16
Start of area reviews (5 reviews - each started 6 months apart, 18 months duration)	01/01/17
Completion of Area Reviews	31/12/20

Progress to Date :

08/08/2016

Crieff: Planning permission and listed building consent has now been granted for the alterations to the offices at James Sq. in respect of Perth College. Subsequently, a building warrant will be applied for, with the intention that work will start on site around 30 September with a construction period of 4-6 weeks. Slippage from the original completion date of 30 June is mainly due to extended consultation with Perth College regarding their occupation of office space at James Sq., but now that the design has been agreed, the slippage is not expected to adversely affect completion of the project.

Blairgowrie: The position regarding the moving of staff from Balmoral Rd to Jessie St is subject to agreement between PKC and NHST with regard to moving other staff from their current location in Jessie St ARC to Blairgowrie Community Hospital to accommodate the Balmoral Rd staff The Service Managers responsible for the staff affected by the proposed moves have been asked for a meeting to ask that preparations are made to instigate the moves as soon as possible.

An analysis has been carried out of the vacant properties currently sitting on the Council's portfolio. It is considered that some 30 buildings are surplus to the Council's requirements could be disposed of, saving around £100k per annum in running costs.

Further analysis will be carried out during August to include commercial and heritage properties with a view to exploring further disposal opportunities.

The data gathering exercise with regard to the 'Place based/ Area Asset Management Review' is progressing, with the bulk of the mapping complete. The mapping provides a visual illustration of both PKC and NHST properties in each settlement, allowing easier identification of properties and their locations in relation to others in the area. Further analysis of the properties in each settlement area is currently being carried out, with a view to examining current use and determining service need in the future.

None | On Target | Some Issues | At Risk | Remedial Action | Completed | Not Started | On Hold | Rescoped | Project Delayed | Abandoned | Slippage

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)
BT000380	TES - Grounds Maintenance - Continental Shift Working Review	Nigel Taylor	01/11/15	30/04/17	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 :

Status	Milestone	Date
Completed	General staff engagement meeting held	09/08/16
Completed	3 Union consultative meetings held in July and August	12/08/16
Completed	Formal contact made with union officials	15/08/16
On Target	Revised working proposls prepared	26/08/16
On Target	Union representative engagement meeting	12/09/16
On Target	Staff engagement meeting	17/10/16
On Target	Formal decision on implementation	18/11/16
On Target	Project Implementation	01/04/17

Progress to Date :

18/08/2016

A number of trade union engagement meetings have been held and one general staff meeting. Further union meetings have been sought with a view to further staff engagement later in October. A formal position review will take place in mid-November.

None | On Target | Some Issues | At Risk | Remedial Action | Completed | Not Started | On Hold | Rescoped | Project Delayed | Abandoned | Slippage

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)
BT000359	TES - Review of Community Development & Engagement functions	David Stokoe	01/10/15	31/03/20	On Target	0	0	0	80	0	80

Brief Description : This review will examine how PKC community development and engagement (CE&D) functions are currently deployed. It will examine how more resources can be unlocked for communities, and propose new delivery models which support community empowerment and achieve Best Value. Options appraisal will include examination of social enterprise delivery models.

Key Milestones :

- Staff workshops to be held 28th June and 5th July — 05/07/16
- Options appraisal complete - New target date 30/09/16 — 31/08/16
- Options appraisal complete — 30/09/16
- Approval by relevant SMT's — 27/10/16
- Approval by EOT — 15/11/16
- Approval by SP&R — 30/11/16
- Implementation — 01/12/16

Progress to Date :

08/08/2016

- More detailed work and research on potential delivery models and benefits, including social enterprises and consortiums is required before the options appraisal can be completed.
- The potential community development function required by the Local Community Planning Partnerships is still emerging through discussions with Chairs, Leads, Elected Members and Communities and this is a key factor which needs to be considered in the options appraisal.
- Workshops held with Communities Service and Team Leaders to identify current functions, priorities, relationships with stakeholders and key drivers.
- Contact made with Social Enterprise Scotland via a Social Enterprise workshop (21st June).
- Financial information collated.
- Practitioner Group identified to "road test" options appraisal.

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	Donna Rigby	30/06/15	30/09/17	On Target	0	0	110	110	0	220

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 :

- Phase 3 - Perth — 31/08/16
- Phase 4 - Perth - 6132 householders — 31/10/16
- Phase 5 - Kinrosshire - 5798 householders — 31/12/16
- Phase 6 - Crieff and Strathearn - 5734 householders — 31/03/17
- Phase 7 - Highland Perthshire - 4536 householders — 31/05/17
- Phase 8 - Blairgowrie and Eastern Perthshire - 7700 householders — 31/08/17

Progress to Date :

08/08/2016

Phase 4 will see 6132 householders in Perth have their 240litre green-lidded bin replaced with 140litre bin. Phase 4 bin deliveries scheduled to start w/c 29th August, with bin removals scheduled over the following 2 weeks.

Total						Projected Saving 2015/16	2016/17	2017/18	2018/19	2019/20	Total
Total						**0**	**0**	**491**	**1070**	**1050**	**2611**

None | On Target | Some Issues | At Risk | Remedial Action | Completed | Not Started | On Hold | Rescoped | Project Delayed | Abandoned | Slippage

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)
Overall Total						**0**	**1450**	**5059**	**6927**	**2868**	**16304**

None On Target Some Issues At Risk Remedial Action Completed Not Started On Hold Rescoped Project Delayed Abandoned Slippage