

PERTH AND KINROSS COUNCIL
STRATEGIC POLICY AND RESOURCES

17 April 2019

TRANSFORMATION PROGRAMME 2015-2020

Report by Depute Chief Executive (Chief Operating Officer) (Report No. 19/113)

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

1. BACKGROUND / MAIN ISSUES

- 1.1 The Council's Transformation programme supports the Council's approach to public service reform and aims to encourage innovation, creativity, flexibility and greater entrepreneurship to meet the significant challenges ahead.
- 1.2 A major part of the Council's transformation strategy is being delivered through a programme of transformation reviews. The current programme has 16 projects in total (14 of which are active) aimed at developing new ways of working to sustain high quality service delivery, and for some, achieving a challenging level of savings.
- 1.3 We are now into phase four of the transformation programme initiated over the past three years, this phase being agreed by council in April 2018 (Report 18/137).
- 1.4 Future transformation projects will be embedded in Services through new governance arrangements forming part of the wider Perth and Kinross Offer.

2. PROGRESS TO DATE

- 2.1 Progress on each of the projects is provided in Appendix 1 and 2 reported through the project management system (VERTO). Appendix 1 gives an overview of the status of each project and more detail is provided in Appendix 2.
- 2.2 In relation to the status of the 14 active transformation projects, 5 are on target; 8 projects have some issues identified and 1 is reported as being at risk
- 2.3 Two projects have now been completed – as of 28 February 2019; REACH: Implementation Project (formerly Remodelling of Residential Care) and Expansion of Family Based Care. A review of non cash benefits and learning from the projects and process will be undertaken in 2019. No savings were attached to these projects.

- 2.4 Savings to date from completed projects amount to £2 million, excluding the savings achieved by the transformation projects which are now reported to the Integrated Joint Board (IJB) for Health and Social Care.
- 2.5 The Sponsorship of Events project is still to start and will report in due course.
- 2.6 The Cultural Trusts Review Transformation Project has now been completed and a separate report to Committee is on the agenda to share the recommendations for consideration.
- 2.7 Council Vehicle Fleet Utilisation and Optimisation Review – an additional £21,000 has been allocated from ear marked reserves for the Transformation Programme in 2019/20 following a request to extend the Project Officer post in line with the re-phasing of the project. This follows a delay in the development of the pool car booking system. This post is crucial to support the roll out of the corporate pool car approach across the council.

3. CONCLUSION AND RECOMMENDATIONS

- 3.1 This report updates the Strategic Policy and Resources Committee on the Council's five-year transformation programme. It summarises the progress across 15 projects, identifies those on target and those with issues and risks, which are managed by project boards and the Corporate Transformation Board.
- 3.2 The Strategic Policy and Resources Committee is asked to:
- (a) Note the progress related to the Transformation Programme, as detailed in Appendices 1 and 2.

Author

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Approved

Name	Designation	Date
Jim Valentine	Depute Chief Executive (Chief Operating Officer)	2 April 2019

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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	Yes / None
Community Plan / Single Outcome Agreement	Yes
Corporate Plan	Yes
Resource Implications	
Financial	Yes
Workforce	None
Asset Management (land, property, IST)	None
Assessments	
Equality Impact Assessment	None
Strategic Environmental Assessment	None
Legal and Governance	None
Risk	Yes
Consultation	
Internal	Yes
External	No
Communication	
Communications Plan	No

1. Strategic Implications

Community Plan/Single Outcome Agreement

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

2. Resource Implications

Financial

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

Workforce

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

Asset Management (land, property, IT)

- 2.3 There are no direct asset management implications arising from this report.

3. Assessments

Equality Impact Assessment

- 3.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.
- 3.2 The information contained within this report has been considered under the Corporate Equalities Impact Assessment process (EqIA) and has been assessed as not relevant for the purposes of EqIA.

Strategic Environmental Assessment

- 3.3 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals.
- 3.4 The proposals within this report have been considered under the terms of the Act and no further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

Sustainability

- 3.5 Under the provisions of the Local Government in Scotland Act 2003 the Council has to discharge its duties in a way which contributes to the achievement of sustainable development. Under the Climate Change (Scotland) Act 2009 the Council also has a duty relating to climate change and, in exercising its functions must act:
- in the way best calculated to delivery of the Act's emissions reduction targets;
 - in the way best calculated to deliver any statutory adaptation programmes; and
 - in a way that it considers most sustainable.
- 3.6 The information contained within this report has been considered under the Act. However, no action is required as the Act does not apply to the matters presented in this report.

Legal and Governance

- 3.7 Not applicable.

Risk

- 3.8 The report presents progress on all aspects of the transformation programme including movements in financial projections. There are no additional risks which arise from this report.

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

4. Consultation

Internal

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

External

4.2 Not applicable.

5. Communication

5.1 Communications with staff will be undertaken as part of the individual reviews/projects.

2. BACKGROUND PAPERS

The background papers referred to within the report are:

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

3. APPENDICES

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