

Overview of Phase 1 Consolidation Projects

Project	Overview	Benefits/Achievements
Customer Services	Consolidation of the many dispersed customer service functions including workforce, customer service centres and systems	<p>Consolidation of dispersed contact centres into 2 Customer Solutions Hubs (Money and Customer Services), from previous 11 separate contact centres, to enable a standardised, simplified approach across the Council. This will result in easier access for customers, getting them to the right place first time. There is also a potential reduction in telephone menus and licences required for contact centre technology.</p> <p>The “Money” Hub will specialise in handling customer needs in relation to Council Tax bills, payments, benefits and grants. This aligns strongly with the Council’s priority to tackle poverty and support our most vulnerable citizens.</p> <p>The second “Customer Services” Hub will deal with all other types of enquiries. This aligns well with infrastructure, property and environmental matters.</p> <p>The new model will focus on customer demand; adoption of new ways of working and emerging digital technologies. This includes ‘One Front Door’ which will simplify the customer journey, remove duplication of effort, improve performance reporting and forecasting of demand and decrease training overheads. The Council concession application process will be streamlined to ensure customers receive money/benefits as early as possible. Also, by focusing on digital by default, customers will receive a more efficient and convenient service, whilst costs are reduced.</p>
Press and Communication	A centrally managed communications, design and marketing provision working to a single workplan incorporating consistent service level	<p>Bringing together resources from across the organisation into a consolidated team has enabled additional support to various projects. For example:-</p> <ul style="list-style-type: none"> • Due to a transfer of resource, additional capacity has been introduced in relation to video skills, including filming and editing.

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	agreements for each service	<ul style="list-style-type: none"> • Housing/tenant communication lead now managed as part of corporate team. This has resulted in reduced duplication of effort and ensured that content produced is more effectively shared across relevant channels. • Following a review of the marketing and content creation contract for Perth City and Towns (our consumer-facing visitor and events channels), the management of the Facebook and Instagram channels for Perth City and Towns have been brought into the corporate Communications Team at no additional cost, allowing co-ordinated oversight of content and meaning that the funding available for the external contract can now get a better return on investment by focussing on creating new content and marketing campaigns.
Finance	A consolidated model which brings together corporate and service teams under one management business model with service business partnering arrangements. The legislative and business requirements for integrated finance functions serving the Integrated Joint Board were acknowledged	<p>Finance Project Board (Shadow Board) established to act as an interim management team during the transition to an integrated Finance function. All resource issues across teams are now managed through the Board.</p> <p>Significant upgrade to the Council's Financial system, Integra, was successfully undertaken, with no disruption to service through the migration to Integra Centros. Operational improvements have been identified which are currently being implemented, however the move to Integra Centros also creates a platform for significant improvements in the automation of transactional activity and reporting.</p> <p>A baseline assessment of activity is being undertaken, supported through engagement with the finance teams and stakeholders, to identify opportunities for efficiencies and the streamlining and improvement of current processes.</p>
Professional & Business Support	Consolidated Professional and Business Support Services under one management model, with staff operating in a business partner model for each Service	<p>A single consistent and streamlined approach across the Council for each of the functions within the remit of professional and business support consolidation workstream. This supports the removal of silo working, improves and standardises processes, delivers efficiencies/savings and brings a Team PKC approach to the areas in scope</p> <p>The approved model sets out the two aspects of business support provision being:</p>

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		<ul style="list-style-type: none"> ➤ Centrally Designed & Centrally Managed Business Support ➤ Centrally Designed, Locally Delivered Business Support <p>Improvements also being made around:-</p> <ul style="list-style-type: none"> ➤ Committee report writing/political awareness training sessions – Right First Time approach. ➤ New system for handling information requests (Freedom of Information / Subject Access Requests ARS) is being rolled out, resulting in a reduced staffing resource being required. ➤ Consolidated Teams and working practices for Business Support. ➤ A series of “quick wins” being considered for implementation.
Strategic Planning and Performance	A strategic planning, performance, and risk function under one business management model that will support continuous improvement evidence-based decision making and delivery on our priorities	<p>Systems Mapping – systems mapping exercise carried out, with the aim being to streamline, consolidate and review the various performance management systems currently in use. This will generate efficiencies and potentially savings in terms of system costs.</p> <p>Consolidation – work is underway to find ‘quick wins’, in terms of staff and team consolidations.</p>
Human Resources & Organisational Development	Consolidated Organisational Development and Human Resources activity under one management business model with business partnering arrangements for each Service	<p>Systems Mapping exercise undertaken, leading to the following service improvements –</p> <p>Chatbot (Erica)– rollout of webchat function developed to provide managers and employees with a live chat function to assist in finding policies/procedures, guidance and template letters and forms etc both via the external website and EDMS managers’ site.</p>

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		<p>DASH – Internal staff portal for case creation and management. Phase 1 and Phase 2 are complete, with Phase likely to be rolled out in September. The use of DASH will realise efficiency savings, which are being monitored.</p> <p>Recruitment Processes – processes are being reviewed, with the aim of making the process more effective and efficient for both managers and the recruitment team.</p> <p>Resourcelink- a procurement exercise for the HR & Payroll System (Resourcelink) is required in 24/25 and a scoping and evaluation exercise will be undertaken. Other processes and efficiencies in payroll and systems will be considered as part of this exercise.</p> <p>Teacher Supply System - developed in conjunction with IT and live from 17 April 2023 – this arrangement has capability to be used for other types of temporary resourcing i.e. for social care and/or Environmental Consumer Services.</p>
Community Engagement	Activity is integrated at a locality level. Streamlining of local decision making, local community action plans and community grant schemes	This Review is examining how we engage with communities: to inform and improve the services we deliver and to widen community participation in local democracy. The information-gathering and analysis stage was completed in early 2023 and the Review is now focused on three workstreams: the future shape of local democratic forums; the future delivery model for community engagement within the Council including partnership links; and business efficiency measures. The Review will report to Council in February 2024.
Property	Consolidation of all property related activity into a single service in a corporate landlord model, (includes property development programmes, including housing new builds and improvements and facilities management)	<p>Early work and improvement actions carried out so far include:</p> <ul style="list-style-type: none"> • Shadow consolidation arrangements in place involving ECS, Housing and Property staff allowing consolidated approach and sharing of resources. • Developing a consolidated action plan • Arrangements for Property Helpdesk has been agreed. • Procurement centralised / shared with Property Services QS team– consistency, planned, efficiency. Linking with “Strategic Procurement & Commissioning” workstream to maximise value.

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		<ul style="list-style-type: none"> • Contract review across Tayside with Test of Change. • Head of Establishment compliance improvements. • Improved Property Asset planning with shadow arrangements in place.
Strategic Commissioning and Procurement	Work is ongoing to develop a cohesive commissioning strategy aligned to priorities, supported by an effective procurement function to ensure spend is directed to where it is most needed	<p>Early work and improvement actions carried out so far include:</p> <ul style="list-style-type: none"> • Repurposed Corporate Procurement Group to; <ul style="list-style-type: none"> - have a more whole system strategic focus. - support transformation programme and the development of the new strategy - facilitate better internal collaboration and identify opportunities for savings, efficiencies and innovation in the interim. - review existing contracts and support more effective contract management. • Review/revise contract rules – pilot increased threshold from £50k to £250k for works contracts to reduce workload and encourage more local SMEs. • Review and reduce suppliers on PECOS and remove all sundry suppliers – all sundry suppliers have been removed from PECOS. • Pilot product switch with janitorial supplies in schools to demonstrate potential savings – resulting in cost reduction based on February 2023 prices of £88k (42%) • Working with Scotland Excel on pilot for trades products.