PERTH AND KINROSS COUNCIL

Finance & Resources Committee

13 September 2023

TRANSFORMATION & CHANGE STRATEGY 2022/23-2027/28 –
UPDATE REPORT

Report by Chief Executive
(Report No. 23/245)

1.   PURPOSE

1.1   This report provides an update on the Council's Transformation & Change Strategy (Report 22/142), approved by Council in June 2022, and the Strategic Planning Update and 2023-26 General Fund Budget Report approved in March 2023 (Report 23/72). It also shows how the transformation and change programme acts as an enabler to the delivery of the key strategic objectives as outlined within the Medium Term Financial Plan 2023-29 (Report 22/249) and the Corporate Plan 2022-27 (Report 22/311).

1.2   This report outlines the progress made in setting the conditions to support the organisation through a period of significant change, as well as providing updates on the projects outlined within the Transformation & Change Strategy and how they dovetail with the Leadership Review presented to the Committee in June 2023 (Report No 23/195).

2.   RECOMMENDATIONS

2.1   It is recommended that the Finance & Resources Committee:

(i)   Notes the contents of the report and the progress to date.
(ii)   Approves the use of **£240,000** from the earmarked Reserve for Transformation & Workforce Management to further support the delivery of key projects as outlined in section 5 of this report.
(iii)   Notes that update/engagement sessions with all Elected Members will be programmed throughout the year for all Transformation and Change projects when appropriate.

3.   STRUCTURE OF REPORT

3.1   This report is structured over the following sections:

- Section 4: Background and Progress Update
- Section 5: Proposals
- Section 6: Conclusion
- Appendices

4.   BACKGROUND AND PROGRESS UPDATE

4.1   The Transformation & Change Strategy, our Financial Strategy and our Medium-Term Financial Plan, all align to support the delivery of the Council's vision of **"a Perth and Kinross where everyone can live life well, free from poverty and inequality,"** together with the strategic priorities and key objectives outlined with the new Corporate Plan.

4.2   The Transformation & Change Strategy recognised that due to the size and complexity of the organisation a range of approaches to change would be required:

- transforming our customer's experience
- transforming the shape and structure of our organisation
- transforming our systems and processes
- transforming our spending and response to demand

4.3   It also clearly set out that to support the necessary change we needed to:

- Take a greater collaborative approach to the delivery of our priorities.
- Create the environment where staff at all levels could take greater responsibility, be risk aware and take greater responsibility and ownership of their own areas of work.
- Have a more accessible organisation, with the right information at the right time for staff to be able to assist and support people more effectively.
- Enable staff and managers to adopt more of an enabling and empowering leadership style.

4.4   It was agreed that the programme would be developed and phased over a five year period, with work undertaken during year one (2023/24) being key to setting the foundation for the successful delivery of the programme in future years. To build these foundations, our focus during the first year has been around the Strategic Leadership Review and the nine agreed consolidation workstreams. The nine identified consolidation workstreams look to identify opportunities to consolidate functions and activities that are currently disaggregated, with the aim of reducing any areas of duplication, improving our systems and processes and putting the customer at the centre.

4.5   We also recognised that to enable change we needed to set the right conditions so that our people feel supported through organisational transformation. Fundamental to supporting staff is our cultural engagement programme, which has a focus on our purpose, vision and values, ensuring that these are reflected in our behaviours. It looks to continue to grow a culture where individuals are valued and treated with respect.

4.6   Within the Strategic Planning Update and 2023-26 General Fund Budget Report approved in March 2023 (Report 23/72), a £500,000 investment was approved. This funding has provided additional capacity, enabling a greater focus on planning and support to the delivery of the overall programme.

4.7   The undernoted diagram is an illustration of the approach we are taking and will continue to be developed.
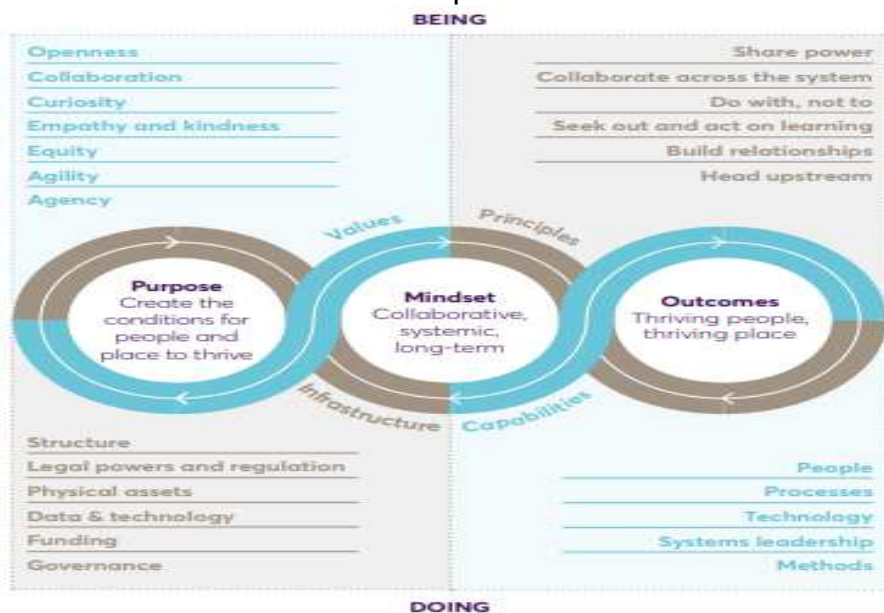

Figure 1 – Nesta (July 2020)

Progress Update – Culture

4.8   We need to create the right conditions to effectively change the way we work, and which allows us to achieve our aims and objectives.

4.9   In recognising this, since June 2022 we have held a series of workshops with staff with the Chief Executive and Executive Leadership Team (ELT) members where staff have been invited to share their experiences and contribute to transformation and key organisational topics. These sessions have offered staff the opportunity to have discussions around the vision and values of the organisation and give suggestions for change and improvement.

4.10   As previously mentioned, the cultural engagement programme is fundamental to the success of the transformation programme. The Employee Engagement Plan 2023/24 sets out the overall approach and a programme of events and actions to enable staff from across the organisation to become actively involved.

4.11   Since April 2023 we have:-

- Held monthly sessions with the Extended Executive Leadership Team to discuss progress, issues and areas for further collaboration and improvement. These meetings have had a particular focus on our leadership culture and provided an opportunity to engage and consult on the proposals within the leadership review. By holding meetings within different localities across the Perth and Kinross area the team have had an opportunity to better understand each locality and meet with local community representatives to discuss specific priorities and areas for development and improvement.

- Provided monthly opportunities for service managers to give and receive information, collaborate on key issues and work across the organisation, influence strategic decisions and direction, build relationships and connections.
- Developed and piloted the Leadership Competencies and Performance & Development Discussion framework which sets out the expectations which focus on skills and behaviours.
- Continued to develop a coaching culture across the organisation with a range of coaching opportunities such as individual coaching, team coaching and coaching conversation programmes to equip participants with the tools, skills, and confidence to have coaching conversations with their staff and colleagues.
- Launched a revised Induction Welcome Event which included an interactive introduction and welcome to the Council for all new employees.
- Introduced a Transformation Learning Programme to support staff at all levels impacted by change.
- Continued our engagement with staff and teams across the organisation and have developed a programme of Transformation and Change - Make the Change You Want to See workshops.

4.12 The Transformation & Change Strategy recognises that we need to evolve and change. A significant contributor will be our approach to workforce management as we go through the change process to enable a shift of resources to where they are needed most, whilst also developing and skilling our workforce to meet changing priorities. These changes will take time to be fully effective.

Progress Update - Consolidation

4.13 The Transformation & Change Strategy outlined nine consolidation projects and intimated a range of other projects which formed Phase 1 of the overall programme. Since April 2023 good progress has been made. This has been achieved at a time when the Council is going through significant change, whilst continuing to deliver normal business.

4.14 The work undertaken through the various consolidation projects informed the strategic leadership structure, which was approved at the Finance & Resources Committee on 20 June 2023.

4.15 The consolidation projects are bringing together disaggregated functions across the Council under single points of management, addressing gaps and areas of duplication, delivering efficiencies and a consistent organisational approach. These projects are also progressing a range of system and process improvements. **Appendix 1** to this report outlines the overall status of the programme so far.

4.16 Project leads have each undertaken significant consultation and engagement with teams directly impacted by reviews and have also engaged with Elected Members where appropriate. An engagement plan with Elected Members has been developed and will be updated as the programme progresses to

continue to enable ongoing communication, engagement and input into the programme.

4.17   Significant work has been undertaken to get each of the projects through the planning phase and to the point of developing transition and improvement plans. This has involved baselining data, understanding need/demand, identifying efficiencies and undertaking benchmarking to determine the optimum operating models. This has been key to developing the map and plan for the future, which has now dovetailed with the leadership review. **Appendix 2** to this report provides further detail on each of the projects, and the benefits realised to date.

4.18   Each of the projects have their own benefits and challenges, however there are some which are common to them all:-

- Greater collaborative working, with project team members working together, sharing knowledge and experience, and building relationships.
- The creation of shadow boards in several projects means that decisions are being made at the right time and by the right people.
- Baselining and benchmarking information has identified where system and process improvements could be made – placing the customer at the centre.
- The key challenge for the individual projects teams has been balancing projects whilst undertaking normal business.
- Feedback from some community groups have highlighted that they have seen positive changes in how we work with local communities.

4.19   As highlighted in **Appendix 1**, at the same time as progressing with the consolidation projects, progress is being made with Phase 2 projects. These projects are primarily managed though the relevant Service area(s) and progress reported to appropriate committee(s), however progress is also reported through the Transformation & Change Board and supported through the Programme Management Office. **Appendix 3** to this report provides an overview of the projects and their current status.

Leadership Review – Progress

4.20   Work is ongoing to develop and deliver the new strategic leadership structure. The recruitment process for the Director posts is underway and the next stage is the recruitment of the Strategic Leads. The strategic leadership structure will be fully implemented by April 2024.

4.21   At the same time the operating model is being developed and workshops have been held with the ELT, EELT, Leadership Forum and existing Service Management Teams to establish the risks, issues, and opportunities and to develop and implement a transition plan.

4.22   Transition arrangements for the transfer of responsibilities, including leading consolidation projects, to Strategic Leads are underway to ensure timescales and implementation aligns with the leadership review. It is difficult at this stage to have fixed timescales as this will be dictated by the recruitment process. Indicative timescales are:

Consolidation Programme	Leadership Review	Timeline
Transformation & Change - Committee Approval		Jun-22
Consolidation Reviews - Project Initiation		Jun-22
	Review Initiation & Consultation and Engagement Commenced	Sep-22
Scoping complete		Oct-22
Options Appraisals Complete		Dec-22
Interdependency Mapping & Agreement on Best Fit		Jan-23
Budget & Transformation Report – Council		Mar-23
	Formal Consultation Complete	Jun-23
	Strategic leadership structure approved by F&R Committee	Jun-23
Operating Models Agreed	Director Appointments Commence	Aug-23
	Strategic Lead Appointments Commence (following appointment of Directors)	tbc
Transition Plans Developed		Sep-23
Dovetail with the Leadership Review (ongoing as appointments are made)		Oct-23
	Strategic Leadership Structure Fully Implemented	Apr-24
Project implementation and improvement plans continuing (timescales vary according to the scale and complexity of the project)		Ongoing

Savings

4.23   Savings of £1.042m have been achieved in 2023/24. With further savings planned of £1.713m for 2024/25 and £3.288m for 2025/26 across the whole programme. In addition, the new Executive & Strategic Leadership Structure that was approved by the Finance & Resources Committee on 20 June 2023 (Report No. 23/195) will contribute further recurring savings of £789,000 by 2026/27.

4.24   As projects continue to progress, further savings will be identified. Efficiencies will also be achieved through cost avoidance and/or cost efficiency as a result of streamlined processes and a reduction in the duplication of activity. In particular, the Strategic Commissioning and

Procurement project presents opportunities for the delivery of savings and small tests of change in this area have already delivered efficiencies.

5.   PROPOSALS

- Project Leads will continue to take forward identified improvement activity as well as recognising that transition plans should reflect the impact of both the leadership review and the Council's developing operating model.
- To take forward the approved transformation & change projects there is a requirement to provide non-recurring funding as follows –
  - Transforming Services for Children and Young People with Complex Additional Support Needs - £40,000 in 2023/24 for a Project Manager post to support this project – this is a multi year appointment with the remainder of the funding being included in future revenue budgets that will be agreed by Council in due course.
  - Development of financial systems and capacity to roll out improvements - £100,000 in 2023/24
  - Strategic Procurement & Commissioning - £50,000 to provide capacity in 2023/24
  - ALEOS - £10,000 to engage specialist consultancy
  - Strategic Planning - £40,000 to increase capacity on a temporary basis
- This initial ask of **£240,000** will be funded from the earmarked Reserve for Transformation & Workforce Management.
- Elected members will be kept updated on the progress of with projects through ongoing engagement sessions and workshops as appropriate, throughout the delivery of the programme.

6.   CONCLUSION

6.1   This report provides an update on the progress being made to deliver the Council's Transformation & Change Strategy. It also provides an overview of the progress made to create the conditions for the organisation to change as well as providing and overview of progress on individual projects.

6.2   To allow further progress there is also a request to draw additional funding from the earmarked Reserve to support the delivery of the programme.

Authors

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Thomas Glen	**Chief Executive**	**30 August 2023**

APPENDICES

- Appendix 1 – Overall Programme Status
- Appendix 2 – Overview of Consolidation Projects
- Appendix 3 – Overview of Phase 2 Projects

1. **IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION**

Strategic Implications	Yes / None
Community Plan / Single Outcome Agreement	**None**
Corporate Plan	**Yes**
Resource Implications	
Financial	**Yes**
Workforce	**Yes**
Asset Management (land, property, IST)	**Yes**
Assessments	
Equality Impact Assessment	**Yes**
Strategic Environmental Assessment	**Yes**
Sustainability (community, economic, environmental)	**Yes**
Legal and Governance	**None**
Risk	**None**
Consultation	
Internal	**Yes**
External	**None**
Communication	
Communications Plan	**None**

1. **Strategic Implications**

   Corporate Plan

1.1 The Council's Corporate Plan 2022 – 2027 lays out seven 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:

   - Tackling Poverty
   - Tackling climate change and supporting sustainable places
   - Growing a sustainable and inclusive local economy
   - Enabling our children and young people to achieve their full potential
   - Protecting and caring for our most vulnerable people
   - Supporting and promoting physical and mental wellbeing
   - Placing communities at the heart of how we work

1.2 This report relates to all of these objectives.

2.   Resource Implications

<u>Financial</u>

2.1   There are no direct financial implications arising from this report other than those reported within the body of the main report.

<u>Workforce</u>

2.2   There are no direct workforce implications arising from this report other than those reported within the body of the main report.

<u>Asset Management (land, property, IT)</u>

2.3   There are no direct asset management implications arising from this report other than those reported within the body of the main report.

3.   Assessments

<u>Equality Impact Assessment</u>

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.

<u>Strategic Environmental Assessment</u>

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 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.

<u>Sustainability</u>

3.5   Under the provisions of the Local Government in Scotland Act 2003 the Council must 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

<u>Internal</u>

4.1   The Executive Leadership Team has been consulted in the preparation of this report.

2.   BACKGROUND PAPERS

5.1   No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to any material extent in preparing the above report.

3.   APPENDICES

- Appendix 1 – Overall Programme Status
- Appendix 2 – Overview of Consolidation Projects
- Appendix 3 – Overview of Phase 2 Projects

Overall Programme Status

Phases	Transformation & Change Programme	Initiation	Scope	Option Appraisal	Operating Model Developed	Transition Plan Developed	Improvement Plan Developed	Transition to Operating Model Complete	Improvement Plan Delivered	Project Delivered/ Complete
Phase 1	**Consolidation**									
	Finance	C	C	C	C	C	O	N/S	N/S	N/S
	Property	C	C	C	C	C	O	N/S	N/S	N/S
	Strategic Planning & Performance	C	C	C	C	C	O	N/S	N/S	N/S
	Professional & Business Support	C	C	C	C	C	O	N/S	N/S	N/S
	Community Engagement	C	C	C	C	C	O	N/S	N/S	N/S
	Customer Services	C	C	C	C	C	O	N/S	N/S	N/S
	Press & Communication	C	C	C	C	C	O	N/S	N/S	N/S
	Commissioning & Procurement	C	C	C	O	O	O	N/S	N/S	N/S
	Human Resources & Organisational Development	C	C	C	C	C	O	N/S	N/S	N/S
Phase 2	**Existing and New Projects**									
	Additional Support Needs	C	C	C	N/A	N/A	O	N/A	N/S	N/S
	Whole Family Wellbing	C	C	C	N/A	N/A	O	N/A	N/S	N/S
	ALEOs	C	O	N/S	N/A	N/A	N/S	N/A	N/S	N/S
	Transport	C	C	O	N/A	N/A	N/S	N/A	N/S	N/S

Key Milestones Status

C	Stage Completed
O	Ongoing
N/S	Not Started
N/A	Not Applicable

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	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. 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. The second "**Customer Services**" Hub will deal with all other types of enquiries. This aligns well with infrastructure, property and environmental matters. 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.
Press and Communication	A centrally managed communications, design and marketing provision working to a single workplan incorporating consistent service level agreements for each service	Bringing together resources from across the organisation into a consolidated team has enabled additional support to various projects. For example:- • Due to a transfer of resource, additional capacity has been introduced in relation to video skills, including filming and editing. • 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.

Project	Overview	Benefits/Achievements
		• 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	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. 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. 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.
Professional & Business Support	Consolidated Professional and Business Support Services under one management model, with staff operating in a business partner model for each Service	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 The approved model sets out the two aspects of business support provision being: ➢ **Centrally Designed & Centrally Managed Business Support** ➢ **Centrally Designed, Locally Delivered Business Support** Improvements also being made around:-

Project	Overview	Benefits/Achievements
		➢ 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	**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. **Consolidation** – work is underway to find 'quick wins', in terms of staff and team consolidations.
Human Resources & Organisational Development	Consolidated Organisational Development and Human Resources activity under one management business model with business partnering arrangements for each Service	Systems Mapping exercise undertaken, leading to the following service improvements – **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. **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. **Recruitment Processes** – processes are being reviewed, with the aim of making the process more effective and efficient for both managers and the recruitment team. **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

Project	Overview	Benefits/Achievements
		processes and efficiencies in payroll and systems will be considered as part of this exercise. **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.
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)	Early work and improvement actions carried out so far include: • 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. • 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	Early work and improvement actions carried out so far include:
		
		• Repurposed Corporate Procurement Group to;
		  - 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.

Project	Overview	Benefits/Achievements
		- 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.

Overview of Phase 2 Projects

Project	Overview	Progress
Transforming Services for Children and Young People with Complex Additional Support Needs	To transform the experience children and young people with additional support needs and their families have when accessing education and learning so that they thrive, maximising their knowledge and skills and confidence to increase independent living, contribute to society and lead a fulfilling adult life. A key challenge is to address failure demand and continuing to lower/stem increases in external placement spend.	• Reviewed Nurture classes to form Outreach Team, launched Aug 2022 • Allocated additional teachers to target additional support needs • Introduced new support staff roles - Family Learning Practitioners, Community Learning Assistants, Pupil Care and Welfare Officers • Reduced independent school placements = £300k redirected to earlier intervention • Re-organisation of Inclusion management The Transformation Board approved funding for a Project Manager to take this forward.
Whole Family Wellbeing	Families should be able to access the help they need, where and when they need it, for as long as it is needed. Holistic family support will address the needs of children and adults in a family at the time of need rather than at crisis point.	• Initially focus on priority groups from SG Child Poverty Delivery Plan, then widened out to universal provision. Services must be able to demonstrate transformation and be self-sustaining by 2026 • Identification and evaluation of current support provision • Consultation with key stakeholders regarding current good practice and identification of gaps in provision • Collaboration with stakeholders and third-sector partners to co-design and develop evidence based family support options. • Development of the infrastructure to deliver transformation and evaluation of the impact of provision. • Commissioning of services to meet needs (including tests of change and workforce/leadership development) • Consolidation of aligned workstreams providing a range of support to families (including SEF, PEF, MH&W, ADP etc)
ALEOs	To review the Council's arms-length delivery models for culture and leisure and recommend any structural/wider changes required to maximise Council investment in culture and sport services.	Political and ALEO engagement on options for future delivery is ongoing. The Transformation Board has approved funding for financial analysis from Glasgow Audit at an estimated cost £10k.

Project	Overview	Progress
Transport	This project will consider how subsidised local bus services might be configured to be more efficient, effective, economic, resilience and tackle poverty and the climate emergency.	This project will include a review of how available funding is spent, routes and the potential to further employ responsive transport to meet need and community provided transport including the use of Council vehicles, as well as how financial support could be offered to people to enable the use of public transport including collaboration with businesses in our area. This project is at Project Initiation stage. A Project plan, Risk and Issue logs and communication plans are currently being developed.
Locality Working	Building stronger relationships with our communities and developing new ways of working to deliver services in a more joined-up flexible way by being responsive to needs of different localities	Different approaches are currently being tested out within localities. **Letham** – Building on findings from Love Letham and listening to the wider community groups. Workshop being arranged to develop our response to the findings and how we can take an integrated approach. **Highland –** Initial work has been to make internal connections. Improvement Services working with the Steering Group and have developed workstreams and project plan to move forward. This will also look to engage with local communities. **Coupar Angus –** Following the completion of the Coupar Angus Action Plan a multi-disciplinary team approach is being adopted to implement the plan. This is in the initial stages. **Crieff** – Local community assets mapped, and data reviewed to identity key inequality issues. The existing Crieff Community Action Plan to be considered before initiating actions in order to avoid duplication and identify potential gaps. Overall Project Plan is currently being developed.