

7 February 2018

TRANSFORMATION PROGRAMME 2015-2020 PROGRESS UPDATE

Report by the Depute Chief Executive and Chief Operating Officer

PURPOSE OF REPORT

This report provides an update on the Transformation Programme approved by Council on 1 July 2015 (art. No. 473/15)

1. BACKGROUND / MAIN ISSUES

1.1 Overview

1.1.1 The Council's Transformation Strategy is focused on continuing Perth and Kinross Council's proactive approach to public service reform. The Strategy provides a framework for innovation, creativity, flexibility and greater entrepreneurship to meet the significant challenges ahead.

1.1.2 A major part of the Council's Transformation Strategy is being delivered through a programme of transformation reviews. The programme currently comprises 21 projects which are developing new ways of working to sustain high quality service delivery, whilst achieving a challenging scale of savings. These reviews are reported to each meeting of the Strategic Policy and Resources Committee.

1.2 Transformation Progress

1.2.1 Progress to date on each of the projects is provided in Appendix 1 and 2. The format of this report has changed from previous versions, as we have moved to a new version of the project management system (VERTO). Appendix 1 is an 'at a glance' dashboard, with more detail on a project by project basis, based on a red, amber, green rating) in Appendix 2. A brief Highlight Report of each project reported to this Committee, can be accessed on the Eric Transformation page, ([click here](#))

1.2.2 In addition to the active projects which comprise the current programme, two projects have been completed since the last report on 29 November 2017 (Report number 17/393).

- 1.2.3 Education and Children's Services (ECS) Strategic Commissioning Review –a strategic commissioning approach has now been developed for services for children, young people and families, to ensure that Council funds are more efficiently targeted to meet strategic objectives. The ECS Commissioning Strategy has been implemented into business as usual. Savings of £123,000 were realised as part of this process. This project was supported with investment of £24,000 to facilitate this work.
- 1.2.4 ECS – Review of Community Campuses Contract and Charging Arrangements – Community Campus contracts and charging have been reviewed and efficiency savings and commercial opportunities identified. Savings of £180,000 have been realised through this project. The project was supported with investment of £38,000 to facilitate this work.
- 1.2.5 One further project, ECS – Review and remodelling of Residential Care Services (Children and Young People), has now completed the review phase. An updated project plan for implementation of the remodelled service has been developed, showing current funding and timescales for completion.
- 1.2.6 At this stage the report covers 21 transformation projects of which; 12 projects are 'on target', 7 projects have "some issues", one project is at risk, and one project is marked as 'remedial action required'.
- 1.2.7 The reduction in the number of projects to 21 also reflects the removal of four projects - Communities First, Review of Residential Care, Review of Day Care Services and Review of Community Care Packages for Adults – that will now be reported to the Health and Social Care Partnership, as reported to the Strategic, Policy and Resources Committee on 29 November (report 17/393).
- 1.2.8 The total recurring revenue budget savings accrued to date from all completed projects amounts to just over £1.5 million. This excludes the savings made by the projects which are now reported to the Health and Social Care Partnership.
- 1.2.9 Following invitations to submit new transformation project bids, discussions have taken place to identify priorities for future projects, and further proposals for the Transformation Programme will be submitted to the next Strategic Policy and Resources Committee.

2. CONCLUSION AND RECOMMENDATIONS

- 2.1 It is recommended that Committee notes the progress related to the Transformation Programme, as detailed in Appendices 1 and 2.

Author(s)

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Approved

Name	Designation	Date
Jim Valentine	Depute Chief Executive and Chief Operating Officer	29 January 2018

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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
Sustainability (community, economic, environmental)	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/ Single Outcome Agreement 2013-23 and the Corporate Plan 2013-18.

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. 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.

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 Service senior management teams have been 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, Building Ambition: The Council's Transformation Strategy 2015-2020 and the Organisational Development Framework (report 15/292)
- Report to Strategic Policy and Resources Committee, 27 November 2017, Report No: 17/393; [click here](#)

3. APPENDICES

Appendix 1 – Progress Report on active Transformation reviews.
Appendix 2 – Verto Project Report