

PERTH AND KINROSS COUNCIL

Strategic Policy and Resources Committee

29 January 2020

TRANSFORMATION PROGRAMME 2015-2020

Report by Executive Director (Housing & Environment) (Report No. 20/26)

PURPOSE OF REPORT

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 10 projects in total 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 Highlight Reports for each project are available on ERIC and Elected Members can contact the individual Senior Responsible Owner (SRO) or Project Manager for further information on any of the projects below at any time.
- 1.5 Two projects have ended since the last update to Committee – the Review of HCC Repairs Service and Council Fleet Utilisation and Optimisation Review.
- 1.6 An end of project evaluation report is being prepared to include benefit realisation and lessons learned for the Review of Repairs project. This report will be submitted to a future Strategic Investment & Improvement Board.
- 1.7 The Fleet Utilisation and Optimisation work, which is ongoing but no longer funded through transformation monies, has been incorporated into business as usual.

2. PROGRESS TO DATE

- 2.1 Progress on each of the projects is provided by the appropriate Executive Director below:

Education and Children's Services

Securing the Future of the School Estate

- 2.2 The project is reviewing the school estate to make the most effective and efficient use of school buildings and staff across the school estate.
- 2.3 Further work on feasibility studies, options appraisals and informal consultation is underway.

The Programme for Excellent Inclusive Practice (Review of Inclusion Services)

- 2.4 This programme will improve the performance and outcomes for children and young people in Perth and Kinross in line with our legal duties under the Additional Support for Learning Scotland Act 2004 and presumption of mainstreaming in Scotland. Through ongoing service review and redesign, the aim is to bring about cultural change and improve the provision of education for children and young people with additional support needs. There are no savings attached to this transformation project.
- 2.5 There has been a delay in engaging elected members as part of the survey, due to the election held in December. Engagement will now take place in the New Year. The outline business case and draft committee report will be ready for the first meeting of the Programme Board in January 2020.

Housing and Environment Service

Corporate Property Asset Management Review

- 2.6 The review of the Council's property assets will provide a property estate which is appropriately sized for requirements, well used, properly maintained, integrated with partner organisations' asset management plans, with maximised collaborative opportunities, and ensures property is in appropriate geographical locations.
- 2.7 Recurring savings of approximately £900,000 are already being achieved, predominately through the former Perth Office Programme with additional savings identified from recent school estate strategy decisions and the closure of Beechgrove House.
- 2.8 Risks remain in securing the remaining balance of the total £1.8m savings target by April 2020 as well as the phasing of the savings, but will largely be dependent on the pace at which options can be developed through the School Estate Review, and with communities and Community Planning Partners.

Council Vehicle Fleet Utilisation and Optimisation Review

- 2.9 This 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, with resultant significant cost saving (through less payment of travelling expenses).
- 2.10 The Fleet Utilisation and Optimisation review funded through transformation monies has now been completed. Work arising from the review, which is ongoing, has been incorporated into business as usual.
- 2.11 The original savings target (£150k) has been achieved and further savings may be realised as a result of the ongoing work.
- 2.12 Work continues on in-depth data analysis of services with the highest grey fleet claims. Following feedback from meetings with senior management in September, further data was gathered.
- 2.13 Analysis of data on where vehicles are used and kept, helps ensure access is maximised for all staff. Looking at vehicle usage in this way also facilitates the use of electric vehicles as they become a larger part of the fleet.

Low Carbon Project

- 2.14 The Project seeks to prepare the Council for emerging duties in relation to Climate Change Act 2009 and our duties around low carbon emission.
- 2.15 The project has already achieved one of its outcomes by raising the profile of the Climate Emergency and identifying that additional staff resources were required to meet the coming challenges.
- 2.16 Following the resignation of the Project Manager in September, the work of the transformation project has continued, through the support of key stakeholders across the Council. The Council meeting on 18 December 2019 approved the Interim Climate Emergency Report and Action Plan (Report No. 19/362).
- 2.17 It is proposed to repurpose the project to concentrate on the awareness raising and engagement with the public and key stakeholders. A paper will be prepared for approval in early January 2020. Although the proposed end date may vary, the transformation project will remain in budget.

Review of Housing and Community Care Repairs Service

- 2.18 This project undertook a detailed review and analysis of key areas of housing repairs to identify improvements to efficiency and productivity which both improved the service delivery model and achieved savings of £500,000.

- 2.19 All project workstreams are now complete. Benefits realisation work will continue through use of the newly developed repairs dashboard to evidence productivity gains and efficiencies.
- 2.20 An end of project report is being prepared detailing lessons learned and benefits realised to date. This report will be presented at a future Strategic Investment & Improvement Board.

Commercialisation of Assets and Income Generation

- 2.21 This project will review and collate evidence of local, national and international markets; business sponsors, event organisers and advertisers' needs and requirements; and community funding models and external funding sources. This will inform the development of a Council Strategy to drive forward our work to generate income for the Council and partners from potential commercialisation of business sponsorship linked to advertising, community funding, and external funding.
- 2.22 It is anticipated that the tender process will be completed by April 2020.

Corporate and Democratic Services

Modernising Performance Reporting Review

- 2.23 The review will identify technology 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.
- 2.24 Work continues to explore a Microsoft solution in advance of moving to procurement.
- 2.25 Progress is being made within the two workstreams established to test the effectiveness of data journeys and comprehensiveness of information to populate appropriate dashboards (one in Housing & Environment and one in Education & Children's Services).

Smart Perth and Kinross: Perth and Kinross Open Data

- 2.26 The project will review 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.
- 2.27 The project is on course to be completed by March 2020. A functioning open data portal has now been launched and is populated with 49 data sets. Updating energy data from selected Perth & Kinross Council buildings directly to the open data portal from automatic meter readings has been established.

Digital Platform

- 2.28 The Corporate Digital Platform Project has delivered Hybrid mail, a digital mailroom and a back-scanning facility. Work is now underway to finalise an Electronic Document Management System (EDMS). This process redesign will reduce bureaucracy and build an integrated paperless framework.
- 2.29 Although the EDMS project timeline has slipped this will be recovered as the project continues. Future plans for the project will require the timeline to be extended to enable schools to be included within the solution.

Online Services and Myaccount Review

- 2.30 The review will enable the development of 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.
- 2.31 The programme is progressing well. To date there are 51 services online (44 public and 7 internal) with 35,000 people signed up for MyAccount.
- 2.32 The Customer Service Centre is leading a new customer service excellence workstream, focusing on the quality of customer experience.
- 2.33 Work continues to scope the pilot of the national Parents Portal developed by the Improvement Service on behalf of all Scottish Councils.
- 2.34 Within Corporate & Democratic Services, Corporate Complaints requirements gathering has been completed, and a new online Vacancy Management Process (for like for like vacancies) is now in use across the Council. These are examples of using MyPKC for internal processes.
- 2.35 A number of work packages are in progress for Housing & Environment, including enhancements to services already live as well as new services.

Mobile Working Review

- 2.36 This review will implement 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.
- 2.37 The programme is progressing well and to date has deployed mobile working solutions to 300 operational staff.
- 2.38 A Digital Workshop with the Health & Social Care Partnership and Housing & Environment took place with senior teams on 6 December 2019. Opportunities for change and innovation were discussed and priorities clarified.

3. CONCLUSION AND RECOMMENDATIONS

- 3.1 This report updates the Strategic Policy & Resources Committee on the Council's five-year transformation programme. It summarises the progress across 11 projects, which are managed by individual project boards and the Strategic Investment & Improvement Board.
- 3.2 The Strategic Policy & Resources Committee is asked to:
- (a) Note the progress related to the Transformation Programme.

Author

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Approved

Name	Designation	Date
Jim Valentine	Depute Chief Executive (Chief Operating Officer)	20 January 2020

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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 2013-23 and the Corporate Plan 2018-2022.

2. Resource Implications

Financial

- 2.1 Any changes to projections for funding and savings for each project are detailed in the Revenue Budget Monitoring Report to Strategic Policy and Resources Committee.

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 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 Report