

TRANSFORMATION AND CHANGE STRATEGY 2022/23 – 2027/28



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FOREWORD

Councillor Grant Laing, Council Leader



Since it came into being in 1996, Perth and Kinross Council has been required to change and respond to the needs of our local communities and the many social, economic, environmental, and other challenges we have faced. As we continue our recovery from the Covid pandemic, see the impact of ongoing conflict in Ukraine, work to address our climate emergency and face significant financial challenges to us as an organisation and people across our communities, the need to evolve and change is more pressing than ever.

As a Council we are committed to delivering the best possible services that we can within the resources at our disposal to serve the people and communities of Perth and Kinross. In doing this we recognise that our focus requires us to continually consider the services which make the biggest difference to those in greatest need.

Covid has added to the significant and increasingly complex challenges we face. The equalities gap and opportunities for those in need has only widened. Our local economy is still in recovery, and we are continuing to see the emerging long-term implications for people's physical and mental health and wellbeing, and we are already seeing increasing demands on us as a Council and other public and community partners.

At the same time, the pandemic also proved that there is a different way of working alongside our communities and partners. Through our Perth & Kinross Offer, we are committed to strengthening the place of communities at the heart of all that we do.

Like all councils, we are facing these and other challenges against a backdrop of the most challenging financial circumstances local government has ever experienced. Rising costs also impact on what we need to pay out, and with a reducing income we are left with a significant budget deficit. It is impossible to continue doing the same things we have done in the past and we must rethink how we work with, and within, our communities as well as with all our partners to achieve the best outcomes for the people of Perth & Kinross.

We are committed to re-balancing the relationship we have in designing and delivering services, with the people who ultimately use them, and draw on the strengths, assets and local understanding that residents can bring to help everyone in their area, to live life well.

Although the challenges we face are substantial, we have significant experience in delivering transformation and improvement projects and we know from previous experience that a focussed programme of transformational change can make a real impact on the way that we operate. The success of our future transformation and change programme will be built on our biggest asset, our staff team. They show an unwavering commitment to serving the public and when required have stepped up and faced challenges and changes whilst continuing to deliver.

This strategy sets out the next chapter of transformation for us as a Council and the communities we serve. It begins the process of detailing how over the next five years, we will deliver an ambitious programme of transformation and change across the organisation. These changes will impact on our communities, our teams and how they deliver as we seek to respond to changing demands and resourcing levels.

With our continued focus on public service, a focus on those in greatest need and the support of our teams, partners and communities we will continue to ensure that the people of Perth and Kinross are at the heart of all that we do and we evolve to face the challenges ahead.

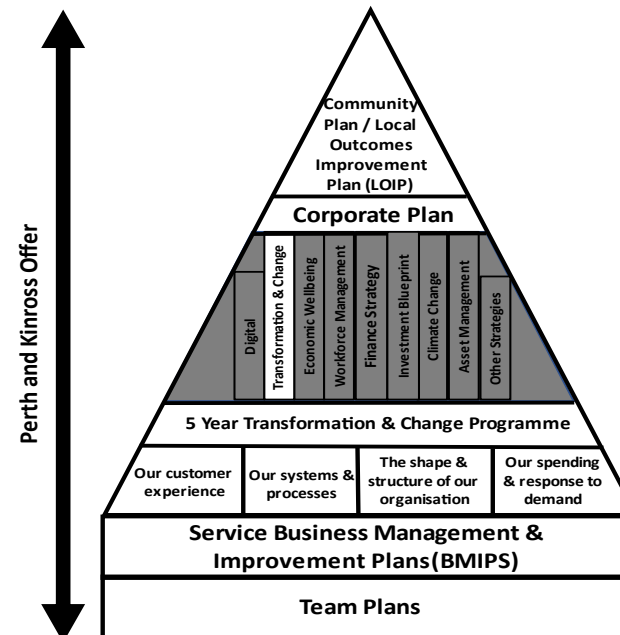
Our national and local priorities

The need for transformation and change is not new nor unique to Perth and Kinross, we have been doing it since we were established in 1996. Today all public and private sector services and organisations are facing many traditional but also significant new challenges and rethinking how they will operate in the future to address these challenges and meet new and emerging demands.

In its [Covid-19 Recovery Strategy - for a fairer future](#), the Scottish Government sets out its vision for recovery and the actions it will take to address systemic inequalities made worse by Covid-19, make progress towards a wellbeing economy, and accelerate inclusive person-centred public services. The strategy highlights the need to re-build public services and sets out how it will work differently with partners to deliver change. The Government has also recently published its latest Spending Review setting out the financial challenges facing public services, and these are more fully explored for this Council in our new Financial Strategy.

Our Transformation and Change strategy sits within our wider strategic planning framework (see Figure 1 below). It will sit alongside other Council strategies in supporting us in delivering our corporate objectives and outcomes. These strategies have been, or will be, reviewed in the current year and set the strategic direction and ambitions for our organisation over the next 5 years.

- The revised **Corporate Plan 2022/23 - 2027/28** will set our vision and corporate objectives, aligned with our values, it will seek to address, or mitigate, the impact of the many challenges our organisation and our communities are facing. These objectives will be underpinned by themes including reducing poverty and inequality; improving life chances and choices for all; improving people's wellbeing; supporting sustainable communities and ensuring people are connected.



- The **Local Outcome Improvement Plan** - will focus on the targeted actions that the Community Planning Partnership will take in the coming years to focus on inequalities within our communities and how we will work collaboratively to address these.
- The [Perth and Kinross Offer Framework](#) - details the actions that we will take over the next 5 years to strengthen how we work within our teams and alongside partners and communities to put those we serve at the heart of shaping, delivering and managing services within their local areas.
- The **Financial Strategy** – details the financial challenges we face, the extent of the structural deficit and measures we must take now and over the next 5 years to identify savings, reduce our budgets and support the Council’s long-term financial sustainability.

Why do we need to change?

Our history evidences our ability to change and evolve to meet the different needs of communities and the wider political, economic, social, environmental, and other changes we face, and this is as true today as ever. Change is necessary and right if we are to continue to work to best meet the needs of those we serve.

Change can bring huge opportunities and energy to what we do as an organisation but at the same time can raise uncertainty for our teams and those who rely on our services.



Respond to the changing environment and context within which we work



Changing expectations and commitments to meet social, economic, health and wellbeing needs, and climate change.



Embrace new and best practice



Provide opportunities for our people and services to improve

But at its core, we change to deliver better for those we serve.

What do we want to achieve?

The overarching aim of the Transformation and Change programme is to support the delivery of services to the people of Perth and Kinross, particularly those in greatest need.

The Transformation and Change programme will help us to continue to develop our organisation as one which:

- Puts people first, focussing on getting it right for those who most need our help and support
- Has a values led culture with ambition, compassion and integrity at the core
- Prioritises services which help prevent a crisis happening, rather than just reacting
- Works together with our communities and partners to deliver the best services we can within the resources and budget we have available
- Makes the most of the buildings and other assets we have, and disposes of those we no longer need
- Supports our workforce to be the best, ensuring they are well-trained and empowered to work flexibly in and with our communities
- Is a visible and valued part of our communities, recognisable and available where and when we're needed
- Makes full use of data and local knowledge to understand where and when we are most needed and makes use of technology to allow those who can self-serve to do so

How we will transform and change

Engagement & Communication

The success of our transformation and change will, as with all previous changes be built on building support both inside and outwith our organisation. Articulating the need for change to continue to allow us to focus on serving our communities and importantly those in greatest need and bringing people with us to help inform, shape and be at the heart of delivering any change. A continued focus on building relationships, connecting, supporting, involving, and communicating with our staff, communities and partners is an essential part of a successful transformation and change programme. We recognise that change can be both exciting and scary, creates opportunities and threats and is best done with and not to people.

We will keep people informed and engaged to make improvements needed. Our Communications & Engagement Plan will enhance current approaches to involvement and engagement within the organisation, with our partners and communities. We will be clear about what the impact of change will mean to our communities, especially where services change significantly.

To ensure that staff, partners, elected members and communities have a clear understanding of the programme, its aims and progress clear and regular communication will be key. A communications plan will be developed to build collective understanding and support for transformation and change and inspire and encourage wider involvement. We will encourage everyone to become involved and a range of communications methods will be used to ensure a wide reach and engagement with all stakeholders.

Working to the principles of [Service Design](#), we will use research and the feedback and stories from the user experience to keep the people who deliver, use and interact with our services at the centre of everything we do.

We have developed an approach for engaging with people around transformation through workshops, events, and meetings. These are aimed at gathering ideas and suggestions, setting clear actions for progress, and agreeing solutions for improvement in future. This approach is aligned with the principles, ethos, and commitments of the Perth & Kinross Offer to involve people in areas of our work that affect them to develop solutions locally.

Delivery of the Transformation & Change programme will be underpinned by our organisational wide cultural and behavioural change programme along with a clear commitment to fully embed and demonstrate our values of **Ambition, Compassion, and Integrity**

Our Approach

We recognise that the shape and structure of our organisation needs to change, and we need to place a greater focus on the delivery of the Perth & Kinross Offer to transform the experience of people who use our services. This needs to be the cornerstone of our transformation and change programme.

Due to the size and complexity of the organisation and the nature of challenges we face, the Transformation and Change programme will require a range of approaches as detailed below. No two projects will be the same and for larger scale projects of a more complex nature, it is likely that many of the approaches will be adopted to deliver the required outcomes.



Transforming our customer's experience

The things we do that will be different for those who receive our services. We will focus on delivering the Offer with communities at the heart of shaping, delivering and managing services and operating and owning assets.



Transforming the shape and structure of our organisation

This will involve restructure and consolidation of services, but we will also consider the merits of other models of insourcing, outsourcing, sharing services and commercialisation.



Transforming our systems and processes

Led by services and teams, these changes will deliver better outcomes for people in our communities through improvements in efficiency and productivity. These improvements will be made possible by streamlining processes and a greater use of digital solutions.



Transforming our spending and response to demand

This is the budget cuts, reviewing demand across the organisation, focusing on need and re allocating resources.

What we will transform and change

Aligned with our corporate objectives and priorities the programme will be categorised into three key themes:



People and Place

We will change and transform how we work with people, both inside and outwith our organisation. As set out within the Perth & Kinross Offer Framework, we will change and transform develop our engagement, collaboration, and joint working with our communities, so people are involved in the design and delivery of services which support sustainable and resilient places.

We will:

- Give our teams greater autonomy to shape and make decisions on the services they deliver, recognising that they are the experts in their areas. Alongside this we will seek to remove administrative burdens and processes, allowing a greater focus on delivering for communities and not servicing organisational machinery
- Further expand on the work we already do with and within communities, empowering and involving them in the design and delivery of services. As part of this we will review and reshape structures and processes for engaging and involving communities with more of a focus on being visible within communities and building relationships rather than managing engagement processes

We will focus on the people and places that need us most, consider where are resources are best deployed and importantly withdraw rationalise and prioritise assets to allow us to reduce our costs but importantly allow local communities to take on the management and ultimately ownership of assets where they are able to utilise and sustain these for their local communities



Partners

We will change and transform our engagement and work with partners and local businesses to strengthen our ability to meet our priorities and the needs of local communities. We will:

- Review and reset our relationships with partners to focus on working with partners who support our shared priorities and those who need us most. In some areas this will mean more resources deployed alongside some partners whilst less with others
- With our partners develop further opportunities so that the experience is seamless for the people who use our services.
- Increase our collaborative focus on early intervention and prevention of issues.



Perth & Kinross Council (our organisation)

To meet the challenges we face, the shape of the organisation will require to change and transform to meet our ambitions, increase our flexibility with our people, finances, and asset.

- Reshaping our organisation and focusing on efficiency in how we are set up
- Reviewing our systems and processes and make them more effective
- Nurture a 'think yes' culture and empower staff to make decisions
- Collaborative leadership at all levels of the organisation, irrespective of position or grade
- Acknowledge quickly when proposals are not going to deliver what was expected, learn quickly, and move on
- Deliver financial savings to ensure a balanced budget
- Recognising and celebrating what we do well

Starting the next phase of our transformation and change journey

The programme will be developed and phased over five years, it will be iterative, will start with several initial workstreams and will be built and added to through over the period, through engagement with our teams, partners and communities. Work in year one will set the foundation for the successful delivery of the programme in future years and the programme will be consistently reviewed, updated and reported to Council.

Significant work will be undertaken in year one to identify and progress key projects that will deliver the greatest impact in terms of efficiency within the Council, improved customer outcomes and financial savings. In the short term, we will focus on activity to reduce the budget shortfall and we will review our leadership structure to ensure that we have the professional skills and leadership capacity in place to lead services and transformation across the organisation.

Integral to developing the programme will be improvements to internal efficiency through our demand management approach. In developing projects, we will target areas where we can achieve greater efficiency by consolidating and bringing together services,

further reducing duplication and wastage. This is to ensure service reaches the right people at the right time and helps us deliver on our vision and objectives.

We will review all transformation and change projects on an ongoing basis to make sure that they remain relevant and aligned with our corporate priorities and outcomes. Where they are not seen to deliver the anticipated benefits, they will be suspended, and lessons learned to inform further elements of the programme.

Projects will be developed with a clear scope, intended benefits, and potential impacts and all of this will be measured against an assessment criterion to ensure projects meet the aims of the overall programme. Proposals meeting the assessment criteria will then proceed to business case development. This will provide greater assurance around the deliverability and success of outcomes. Some initial proposals for projects can be found in **Appendix A**. The purpose of these proposals is to provide an indication of the types and breadth of activities which may become part of our Transformation & Change programme.

As this is a 5-year plan, a flexible and agile approach will be adopted to the programme and projects may be added, changed or removed if the original benefits and/or outcomes do not offer best value.

How will we manage our resources?

Money

The financial situation we face is significant and transformation alone will not address the structural deficit. Budget cuts and service reductions will be required. Some transformation will reduce overspends, mitigate costs, or allow money to be moved to new and emerging priorities.

The delivery of the Council's Financial Strategy and the Transformation and Change Strategy operate in tandem to effectively address the structural deficit, deliver a balanced budget and ensure the delivery of best value public services.

Workforce management

The Managing Workforce Change Strategy will enable us to have the right capacity and people in the right places working to deliver our corporate priorities, within the resources available to us.

It will ensure that we have a sustainable approach to workforce development, and a flexible and agile workforce with the right skills, values, and attitudes to meet the needs of our communities now and into the future. We will encourage learning and development for the roles we will require in the future and to support people to move across the organisation to take on new or different roles.

How will we know we have made a difference?

Performance management

Through a range of methods and mechanisms we will measure and assess the impact and outcomes of the transformation and change work on:

- People and communities
- Our employees
- Our organisation
- Our finances

Quality assurance, benefits realisation assessments, ongoing review and monitoring will be embedded at a project and programme level. Staff and customer feedback, performance information and budget monitoring arrangements will also enable us to measure our success.

In addition, and where appropriate, achieved outcomes from the programme will be reported at an organisational level through the Council's Annual Performance Report with service specific updates being provided within individual service Annual Performance and Business Improvement Plans.

Starting the next phase of our transformation and change journey

The programme will be developed and phased over five years, it will be iterative, will start with several initial workstreams and will be built and added to through over the period, through engagement with our teams, partners, and communities. Work in year one will set the foundation for the successful delivery of the programme in future years and the programme table is designed to be a working document which will be consistently reviewed, updated, and reported to Council.

Significant work will be undertaken in year one to clarify the scope, the intended benefits, and potential impacts of key projects in the following areas:

- Our people and communities
- Our organisation
- Our employees
- Our finances

We will review all transformation and change projects on an ongoing basis to make sure that they remain relevant and aligned with our corporate priorities and outcomes. Where they are not seen to deliver the anticipated benefits, they will be suspended, and lessons learned to inform further elements of the programme.

As this is a 5-year plan, a flexible and agile approach will be adopted to the programme and projects may be added, changed, or removed if the original benefits and/or outcomes do not offer best value. Workstreams have been themed under three distinct areas

- **People and Place**
- **PKC (Organisation)**
- **Partners**

People and Place

We will change and transform how we work with people, both inside and outwith our organisation. As set out within the Perth & Kinross Offer Framework, we will change and transform our engagement, collaboration, and joint working with our communities, so people are involved in the design and delivery of services which support sustainable and resilient places.

Delivering the Perth & Kinross Offer

Workstream / Project	Overview
Multi-disciplinary Locality working	<p>The establishment of locality multi-disciplinary teams to work with and within communities, co-design and deliver services and improved community outcomes and priorities – workstreams include:</p> <ul style="list-style-type: none">• Localities Framework agreed• Locality profiles finalised• Shared way of working across all localities initiated• Locality Governance arrangements agreed • Connected resources plan developed• Locality and themed Offers developed• Establish Joint Asset Management Framework• Budget allocations aligned to community priorities

<p>Review of community engagement activity</p>	<p>Review of current engagement activities both internally and externally. Proposals for alignment of approach, co-ordination of activity and use of data and intelligence.</p> <p>Work will include:</p> <ul style="list-style-type: none"> ▪ Using the Place standard and 20-minute neighbourhood tools work with Elected Members and communities to evaluate the quality of their community to help identify priorities ▪ Lived experience assessment undertaken ▪ Undertake listening events and ward meetings within communities ▪ Work with communities, staff, Elected Members and businesses to develop local and service specific offers e.g. Housing; Poverty; The Street; Climate Change; Locality ▪ Engagement: Communication & Marketing Plan developed
<p>Community asset Review</p>	<p>Through the Perth & Kinross Offer, we will work with communities improve our approach, build capacity and sustainability for future through the transfer of assets to our communities. Workstreams include:</p> <ul style="list-style-type: none"> • Reviewing all our current community assets (linked to our one public estate review) and develop proposals for increasing Community transfers based on need
<p>Cultural Change programme</p>	<p>Working within our organisation and externally with our communities using different communication and engagement opportunities, we will seek to build understanding of our ambitions, values, and behaviours. This will allow us to work with communities in different ways, building capacity and leading to greater sustainability and empowerment for people. Workstreams include:</p> <ul style="list-style-type: none"> ▪ Develop an engagement action plan where we outline the different opportunities for people to get involved in our work, working with communities to identify what support, skills, and resources they need to get involved and establish forums to enhance these partnerships ▪ Review community / public engagement approach to budget setting and informing strategic priorities ▪ Review and develop our funding offer for communities:

Climate Change – delivery of the strategy and action plan	
Waste Management	A review of waste strategy and waste management arrangements to deliver national initiatives, improved outcomes and realise best value and service efficiencies.
Decarbonisation	<p>Delivery of the Council's Climate Action Plan that will lead to the fair transition to a net zero and resilient PKC estate and Perth and Kinross council area, while benefitting public health, supporting green jobs, and enhancing the built and natural environment.</p> <p>Workstreams include:</p> <ul style="list-style-type: none"> ▪ Decarbonising the Council's domestic and non-domestic estate by developing and delivering a Local Heat and Energy Efficiency Strategy, Mobility strategy ▪ Through our support of the Perthshire Nature Connections Partnership support the development and delivery of a programme of landscape scale transformation ▪ Deliver both internal and community focused engagement and behavioural change activities
Focus on people's health and social care – a transformation programme led by the HSCP and reporting to the IJB	
Older People	PKHS CP will deliver an approved strategic plan to change and improve care and support for a growing population of older people and their carers. Through a whole system/collaborative approach early intervention will be enhanced through self-management; avoiding admissions to hospital and keeping people at home; and integrating pathways of care across Primary, Secondary and Community.

<p>Community Mental health & Wellbeing</p>	<p>The PKHSCP Community Mental Health and Wellbeing strategy will enhance the experiences and outcomes for people experiencing mental ill-health and mental distress so that people and their carers will:</p> <ul style="list-style-type: none"> • receive the right support at the right time • experience reduced stigma and inequality • have improved access to a range of person-centred care and support • be able to make informed choices about their care • experience support services that are coordinated and integrated • be engaged and involved in a way that promotes trust and respect <p>We will work with partners to promote a bright future through good mental health and wellbeing for all.</p>
<p>Learning Disability / Autism</p>	<p>PKHSCP will deliver on a strategy for autism and learning disability to maximise the independence of and improve outcomes for people with complex needs. The strategy will:</p> <ul style="list-style-type: none"> • Support people to live independently in the community. • Encourage inclusive communities and ensure people have equal access to all aspects of society. • Provide access to high quality, personalised support. • Transform support for people with autism and/or a learning disability who have complex needs. <p>This will support people with autism and/or a learning disability to live in their local communities with an improved quality of life rather than having to move to a form of institutional care which is often far away from family and friends.</p>

Primary Care	PKHSCP working with GP Practices across Perth & Kinross will deliver on plans to modernise primary and community care. We are developing of a range of innovative services which release GP capacity. Our vision is for General Practice to be at the heart of the healthcare system where multi-disciplinary teams come together to inform, empower, and deliver services to communities for those people in need of care. Our plans focus on ensuring that people can be seen at by the right healthcare provider in the right location at the right time. This includes providing people with greater access to services from wider variety of locations other than their GP Practice. This will extend choice for people across Perth & Kinross.
Integrated Services for Substance Misuse	<p>PKHSCP will support the Perth & Kinross Alcohol and Drugs Partnership to deliver a redesign of substance misuse services. The key strategic priorities of the ADP are:</p> <ol style="list-style-type: none"> 1. Early intervention & prevention 2. Recovery oriented system of care 3. Getting it Right for Children 4. Public health Approach to Children <p>The redesign of services will ensure a range of personalised options are available when required to support people to address alcohol and drug issues.</p>
Tayside Wide Mental Health Service Transformation	PKHSCP will co-ordinate the strategic planning and transformation of mental health services across Tayside. Together across the 3 HSCPs, NHS Tayside, the 3 Local Authorities and with people living with mental health conditions, their families and carers and our staff, we will strive to build high quality mental health services that meets people's needs.
National Care Service	Review of Assessment & Charging: Abolition of Non-Residential Charging (reporting to PKC)
Focus on Children and Young People	
Adoption of whole family wellbeing approach	Greater shift from Acute response to Early Intervention/ prevention for families in most need. 3rd Sector Partnership / Co-production and engagement across PKC and partners. Several years for impact, by 2030 (in line with Promise). Investment - £500M nationally over parliamentary term. PKC allocation TBC.

Transforming Services for children and young people with complex Additional Support Needs	Reduce spend on out with educational day and residential placements. Develop more specialists support within PKC esp. around Autistic Spectrum Disorder (ASD) and Social, Emotional and Behavioural Needs (SEBN). Reduction in out with placement costs and transport. Requires investment – spend to save.
<p>Perth & Kinross Council (our organisation)</p> <p>To meet the challenges we face, the shape of the organisation will require to change and transform to meet our ambitions, increase our flexibility with our people, finances and asset.</p>	
Organised to Deliver	
Workstream / Project	Overview
Leadership Review	<p>We will introduce more flexible leadership arrangements and through transformation will introduce new modern, flexible models of service delivery.</p> <p>Workstreams include:</p> <ul style="list-style-type: none"> • A review of our leadership structure will be undertaken during year one to ensure that we have the professional skills and leadership capacity in place to lead services and transformation across the organisation. This will be aligned with our Consolidation workstream

Workforce	<p>Our workforce plan will ensure that we have a sustainable approach to workforce development, and a flexible and agile workforce with the right skills, values and attitudes to meet the needs of our communities now and into the future. We will encourage learning and development for the roles we will require in the future and to support people to move across the organisation to take on new or different roles.</p> <p>Workstreams include:</p> <ul style="list-style-type: none"> • Review our Managing Workforce Change strategy to enable us to have the right capacity and people in the right places working to deliver our corporate priorities ensuring the right links are made with HSCP and consolidation • Developing different ways of working to make our workforce more agile and flexible across services and areas
Consolidation	<p>A consolidation of organisational services to identify gaps and areas of duplication, consolidating activities to improve efficiency, consistency and quality of service delivery. Workstreams include:</p> <ul style="list-style-type: none"> ▪ Property ▪ Finance ▪ Communications ▪ Performance ▪ Business and administrative support ▪ HR and OD ▪ Communities and ▪ Procurement.
Working Smarter	<p>Connected resources – review ways of working to operate in a more connected integrated way</p>
Digital Transformation	

<p>Digital</p>	<p>Using our technology in the most efficient ways to improve how we engage, communicate and inform all of our audiences as well as joining our systems up; maximising use of data and intelligence - across Services and with partners - to create more joined up services / data</p> <p>Workstreams include:</p> <ul style="list-style-type: none"> • Driving One Council - ways for change and improvement; busting silos; creating multidisciplinary teams / embracing shared solutions for service improvement; growing and embedding an “always learning” ethos to digital and data literacy • Creating more joined up services / data; creating efficiencies, saving money, supporting our prevention agenda and improving targeting of services to those most in need • Building strong stable secure networks / learning and teaching environments; providing access to fit for the future technologies; secure, shared and accurate data and intelligence • Ensuring our technology and systems are fit for purpose and user friendly • Increase in online services to reduce costs including developing MyPKC, Total Mobile, online payments
<p>Corporate Assets</p>	
<p>Corporate Asset Management</p>	<p>Focus on more effective and efficient use of core assets as key enablers of service delivery and to inform future investment and/or disinvestment decisions in our core assets. This will also mean that we will not develop further assets until we have assessed current position and what is required.</p> <p>Workstreams include:</p> <ul style="list-style-type: none"> • Development of Corporate asset management strategy • Review of “One public estate” including the school estate – including savings available through reducing the number and size of buildings

One Public Estate (School Estate)	<ul style="list-style-type: none"> • A review of all estate (with partners) to reduce buildings and identify opportunities for co-location with partner organisations. • A review of how schools can be further utilised as community assets to better meet the needs of our communities. • Review of demand and management of this in terms of generating income in different areas – including sports/ community hubs
Partners We will change and transform our engagement and work with partners and local businesses to strengthen our ability to meet our priorities and the needs of local communities.	
Workstream/ Project	Overview
Partnering and Collaboration	
Partnering Opportunities	Undertake reviews to identify, establish and improve new and existing partnering opportunities with our CPP partners, the 3 rd sector and neighbouring local authorities to identify opportunities to deliver efficiencies and improved outcomes for our communities.
Sustainable procurement	Review procurement and commissioning arrangements to identify further opportunities for community wealth building, the delivery of best value, fairer work and shared outcomes across Tayside.
Review of strategic commissioning	Deliver more cohesive, outcome focussed services aligned to the ambitions and priorities of localities / communities. Workstreams include, Review of externally commissioned services, third sector funding, social enterprises etc and making proposals for improvement.
Culture and leisure – ALEOs	A review of ALEOS and the culture and leisure activities across Perth and Kinross to ensure the most effective model of operation, aligned to the needs of our communities and to realise efficiency savings by the removal of overlap and duplication and Maximising opportunities for services to be as commercially efficient as possible.

Commercialisation

Developing opportunities

Modernising how we deliver existing services to our customers in a more efficient and creative way, reducing our cost base, reviewing our pricing policies, maximising income from existing trading areas within the Council, and exploring new trading and investment opportunities, partnerships, service delivery models and innovations.