ANGUS COUNCIL – 23 MARCH 2017
SCRUTINY AND AUDIT COMMITTEE – 22 JUNE 2017

TRANSFORMING ANGUS: PROGRAMME UPDATE

REPORT BY THE STRATEGIC DIRECTOR – RESOURCES

ABSTRACT

This report provides a progress update in relation to the Council's Transforming Angus change programme.

1.   **RECOMMENDATIONS**

      It is recommended that the Council:

      (i)   considers the update in relation to the various aspects of the Council's Transforming Angus (TA) change programme;

      (ii)   note that, following the Council's decision on 15 November 2016, meetings of the Council will discharge the function of approving policy related change initiatives related to the next steps of transformation; and

      (iii) agrees to delegate authority to the Chief Executive (as chair of the EMT Scrutiny Board) to assess proposals and determine any funding allocation from the TA Change Fund.

      It is recommended that the Scrutiny and Audit Committee:

      (iv)   scrutinises the update in relation to the various aspects of the Council's Transforming Angus change programme, including the financial update in relation to the Transforming Angus Change Fund.

2.   **ALIGNMENT TO THE ANGUS COMMUNITY PLAN/ SINGLE OUTCOME AGREEMENT/ CORPORATE PLAN**

2.1   The outcomes associated with this report will contribute to the Angus Community Plan and Single Outcome Agreement 2013 - 2016 by underpinning the projects identified through the Council Plan 2014 – 2017 and Transforming Angus change programme.

3.   **BACKGROUND**

3.1   Reference is made to Report 323/16, considered by the Policy and Resources Committee at its meeting on 30 August 2016. That report provided the previous progress update in relation to the Council's Transforming Angus (TA) change programme.

3.2   Reference is also made to Reports 408/16 and 409/16, considered by the Council at its meeting on 15 November 2016. These reports set out proposals to increase the pace and scale of change to the Council's Transforming Angus (TA) change programme, and sought authority to procure additional services from EY with the aim of driving greater value from the strategic partnership.

3.3   The Council agreed that all decisions relating to the Transforming Angus next steps Programme will be taken by full Council, in lieu of the proposed governance arrangements proposed in para 5.4 of Report 408/16. That resulted in standing down the Transforming Angus (TA) Board.

4. GOVERNANCE ARRANGEMENTS UPDATE

4.1 Governance arrangements have been updated to support the next steps of transformation while also delivering the existing legacy projects. The key components and updated organisational structure are included in Appendix 1 and summarised below.

4.2 Following the Council's decision on 15 November 2016, meetings of the Council (either planned or 'special') will discharge the function of approving policy related change initiatives related to the next steps of transformation.

4.3 Quarterly update reports will continue to be provided to the Policy & Resources and Scrutiny & Audit Committees. This will also include details of all operational projects that are progressed.

4.4. The EMT Scrutiny Board will take responsibility for several of the operational and service leadership functions formerly delivered by the TA Board.

4.5 The Programme Office will provide portfolio definition, delivery assurance and benefit management. The number of programmes will be consolidated to five and projects will be aligned to one of these programmes. This approach will support benefits management across the portfolio.

5. TRANSFORMING ANGUS PROGRAMME/ PROJECT UPDATES

5.1 Legacy Projects

5.1.1 Detail of progress with all the current initiatives is included in Appendix 2.

5.1.2 The latest benefits management report relating to legacy projects is included in Appendix 3. The report identifies the components that comprise overall savings of £1.777m in Financial Year 2016/17; and projected savings of £2.110m in Financial Year 2017/18.

5.2 Next Steps of Transformation

5.2.1 The next steps of transformation commenced during November 2016 and are being developed to achieve the following key outcomes:

- identification of an 'opportunity pipeline' with a value of savings in the range of £25m to £35m;
- initiation and progress of initial tranches of 'live projects' from the opportunity pipeline to achieve £15m savings by April 2020; and
- potential initiation and progress of further tranches of 'live projects' from the opportunity pipeline to achieve £10m to £20m savings into financial years 2020/21 and beyond, depending on requirements to achieve a balanced budget.

5.2.2 Staff engagement to understand how we can make best use of our available resources to meet the needs of our citizens at the outset of this new phase has included:

- 'Planning the Future' briefings, which were held in November, and available to all staff via our YouTube channel;
- Opportunity workshops, which were held in January, to engage staff from all service areas to generate ideas and help influence the future direction; and
- Activity data collection, carried out during February, to engage all staff (excluding teachers) to establish an 'as-is' view of the council and give a better understanding of the work we do, responsibilities, strengths and opportunities for improvement.

5.2.3 The activity data gathered, together with the information from the opportunity workshops, is essential to ensure that the 'opportunity pipeline' is based on objective evidence. This information will be collated, analysed and sorted to develop the long-list 'opportunity pipeline'.

5.2.4 The short-list of priority projects to progress into delivery stage will then be identified and it is the target to achieve the first tranche of those projects 'going-live' during April 2017.

5.3 Collaborative Working Update

5.3.1 Reference is made to Report 170/16, considered by the Policy and Resources Committee at its meeting on 26 April 2016. That report proposed a programme of collaborative work in partnership with neighbouring Councils, to commence in 2016/17. Reviews were identified across ten themes and progress with these activities is detailed in Appendix 4. Further updates with this work will be provided to the appropriate Committees in due course and as required.

5.4 School Investment Strategy Update

5.4.1 The school estate will continue to be a key aspect of the Council's transformational change programme and an update on the progress and next steps of the School Investment Strategy, commissioned by the Children and Learning Committee at its meeting on 10 November 2015 (Report 436/15 refers), is provided in Appendix 5.

6. STRATEGIC PARTNERSHIP

6.1 The strategic partnership between the Council and EY is building the 'opportunity pipeline' framed around five key work-streams that include:

- Service Re-design: supporting the key aspects of programme development work relating to service transformation and greater use of digital technology;
- Commercial Excellence: to improve the Council's commercial practice in relation to 3rd party spend, and drive value through smarter commissioning, procurement, collaboration and contract monitoring – it also includes new income generation activity;
- Workforce of the Future: to develop the appropriate working practices, skills and capacity to support the delivery of future services;
- Benefits Management: establishing robust benefits management activities, including identification, planning, reporting and realisation of benefits; and
- Reporting/ Governance: to establish ways of working that provide oversight, optimise reporting efficiency, minimise bureaucracy and support delivery at pace.

6.2 The current phase of work up to April is strongly focussed on building a deep understanding of the Council's current mode of operation (or operating model) and from that establish the long-list 'opportunity pipeline'.

6.3 A performance management framework has been developed to monitor the effectiveness of the Transforming Angus strategic partnership and highlight any areas of risk. The key performance indicators (KPI's) include:

- Pipeline Development: measuring how well the opportunity pipeline is developing;
- Project Delivery: measuring savings delivered against target; and
- Skills and Knowledge Transfer: measuring training, mentoring and development of Council staff.

6.4 The KPI's are to be reported on a monthly basis to the EMT Scrutiny Board and formally reviewed quarterly. These will feature in the quarterly update reports to the Policy & Resources and Scrutiny & Audit Committees.

6.5 Report 408/16 (para 5.2.2 refers) highlighted the total costs of £467k for all the services commissioned from EY in relation to the legacy programmes/ projects, resulting in savings and projected savings reflecting a ratio of fees paid to savings achieved of 1:8.3.

6.6 At this stage, the relevant proportion of the further fixed fee commitment of £400k has been paid to EY (para 4.1.2 of report 409/16 refers) and the "no-win/no-fee" element will only be generated once savings actually start to be delivered.

7. FINANCIAL IMPLICATIONS

7.1 The overall TA Change Fund has received budget support totalling £4.157m (up to 2017/18), including £1.393m from General Fund Reserves.

7.2   Based on expenditure and projected expenditure relating to known commitments, the projected balance for the TA Change Fund currently amounts to £1.118m at the end of financial year 2018/19 and this is summarised in the following table:

TA Change Fund Summary	£m
General Fund Reserves	1.393
2014/15 Budget Allocation	0.921
2015/16 Budget Allocation	0.939
2016/17 Budget Allocation	0.904
Total TA Change Fund	**4.157**
Less Projected Expenditure:	
2014/15 (Actual)	0.426
2015/16 (Actual)	0.693
2016/17 (Projected)	0.841
2017/18 (Projected)	0.865
2018/19 (Projected)	0.214
TA Change Fund Balance	**1.118**

7.3   The projected expenditure in the above table includes provision for staff resources to support project delivery in order to realise benefits from the various programmes. The projected expenditure includes recent commitments to support the Help to Live at Home programme (£102k), the Agile programme (£53k), the Service Re-design programme (£55k); and the Workforce of the Future enabling work-stream (£93k), which have been agreed by the Council's Leader of the Administration and Executive Management Team, in consultation with the Head of Corporate Improvement & Finance and the Head of Legal & Democratic Services.

7.4   Whilst the Council previously agreed that all decisions relating to the Transforming Angus next steps Programme will be taken by full Council, as the TA Change Fund is mainly used to meet operational requirements, it is recommended that the assessment of proposals and determination of any funding allocation from the TA Change Fund is delegated to the Chief Executive (as chair of the EMT Scrutiny Board). This would not contravene the "six month rule" in Standing Orders.

8.   OTHER IMPLICATIONS

8.1   Risks to the TA Programme are being managed as part of the governance framework at portfolio, programme and project levels. Risks shall be escalated to the immediate hierarchal governance body.

8.2   There are currently two risks that require to be highlighted as follows:

(i)   there is a significant risk that if staff resources are not released from business as usual activity to support transformational change across all service areas, then neither the 'opportunity pipeline' nor the delivery of new projects will be sufficiently developed to meet the key outcomes in the timescale identified; and

(ii)   there continues to be serious challenges in obtaining the necessary quality of baseline data (required from the Council's recording systems) to support the full and proper development of proposals to support new projects.

Both these items are being actively managed but require the appropriate staff capacity to be made available in order to mitigate the potential for delay and limitation of benefits. Accordingly, these risks will be added to the Corporate Risk Register along with mitigating actions.

NOTE: 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.

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GOVERNANCE ARRANGEMENTS UPDATE: SUMMARY

Introduction

Governance arrangements have been updated to support the next steps of transformation while also delivering the existing legacy projects. The key components and updated organisational structure are detailed below.

Strategic Direction and Scrutiny

The recently established EMT Scrutiny Board will expand its role to take responsibility for several of the operational and service leadership functions formerly delivered by the TA Board. This group will consist of the Executive Management Team, senior EY colleagues, the Service Manager TA, the Communications Manager, along with key inputs from lead officers from each of the change programmes. This Board will provide the implementation leadership of the portfolio and hold the lead officers to account for progress/ delivery of approved projects and the realisation of benefits from their respective programmes.

The Strategic Director – Resources will continue to be the designated accountable manager for the TA Change Fund. It is also proposed to delegate authority to the Chief Executive (as chair of the EMT Scrutiny Board) to assess proposals and determine any funding allocation from the TA Change Fund.

To ensure appropriate governance of council resources, the Executive Management Team members will be the only members of the EMT Scrutiny Board that have decision-making authority, which will be in accordance with the Council's standing orders and financial regulations, unless otherwise approved.

The above position will require to be reviewed, reflecting organisational changes in due course.

Portfolio Definition, Delivery Assurance & Benefit Management

The Programme Office (joint EY/ Council) will provide these functions, also drawing on relevant officer input where required. It will also support and co-ordinate the 'design authority'[1] function to assure that any new project is compliant with the Council's vision, strategies and policies.

The Programme Office will also work closely with Quality & Performance and Organisational Development colleagues to ensure that the approach to benefits management aligns with the strategic objectives of the organisation, performance management framework and development of the Council's workforce.

Programme Delivery

The number of programmes will be consolidated to five and projects will be aligned to one of these programmes. This approach will support benefits management across the portfolio.

The main change in comparison to the existing structure is in the relation to Angus Digital and Channel Shift. These will amalgamate into one new programme with key emphasis on achieving being a digital council by 2020 with service re-design implicit to achieving that objective. The other programmes are recognisable from the existing governance arrangements and the five are as follows:

- Service Re-design programme: an amalgamation of existing Angus Digital, Internal Systems, Information Governance and Channel Shift programmes to join up these areas of work.
- Agile Working/ Estates Review programme: as per existing.
- Commissioning, Commercial & Procurement programme: an expansion of the existing
- Procurement review programme to include all aspects of commissioning, commercial and procurement activity to ensure the Council is operating the business to achieve commercial excellence. This would also include income generation and growth opportunities.
- School Estate: as per the existing school estate structure.
- Help to Live at Home (HLH)/ Care Services programme: largely as per the existing HLH programme and expanded into other areas of care services, pending the outcome of opportunities identification.

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[1] **Design Authority** Provides expert advice or has responsibility for some corporate function, service, standard or strategy that will be affected, or a major programme outcome or change that needs to be controlled. The design authority provides expertise and guidance on a specific area to ensure that there is appropriate alignment and control when changes are being planned and implemented.

EY/Council Partnership
TA Portfolio Governance

Strategic Direction & Scrutiny

Angus Council

Angus Health & Social Care Partnership

Angus Alive

EMT Scrutiny Board

Scrutiny & Audit

Policy & Resources

EY Partnership

Portfolio Definition, Delivery Assurance & Benefit Management

Joint EY/Council Programme Office

Programme Delivery

Programme Board	Programme Board	Programme Board	Programme Board	Programme Board
Service Re-Design	Agile Working/ Estates Review	Commissioning Commercial & Procurement	School Estate	Help to Live at Home / Care Services

Project Delivery

Projects

Opportunity Pipeline

TRANSFORMING ANGUS PORTFOLIO: HIGHLIGHT REPORT

POSITION AT 1st FEBRUARY 2017

'Progress against Plan' Status		⊘ Completed	▶ In Progress	△ Pipeline	🔴 Overdue	🟥 Cancelled			

TA Portfolio Initiative	Programme/ Project	Current Life Cycle Stage from Governance Model	Progress Against Plan			Progress Update/Key Actions (include reasons for any red or amber status)	Key Dependencies (from same or other Programmes/ Projects)	SRO	Programme / Project Manager
			Status	% age Progress	Stage End Date				
Angus Digital	Programme : Information Management & Governance	Programme Management & Benefit Realisation	▶	10%	Mar 2018	Business case approved along with all other key documentation. Project highlight reports in development.	Internal Systems programme Agile Working/ Estates Review programme Channel Shift programme	Sheona Hunter	Jonny Cormie
	Project : Information Management & Governance/Records & Information Management	Project Management	▶	60%	Nov 2017	Stage 1 Project Start up & Initiation complete Stage 2 Project Management 60% of tasks complete	As Programme level	Sheona Hunter	Angela Dunlop
	Project : Information Management & Governance/Open Data Strategy	Project Management	▶	100%	June 2017	Stage 1 Project Start up & Initiation complete Stage 2 Project Management 50% of tasks complete Stage 3 Project Closure completed	As Programme level	Sheona Hunter	Angela Dunlop
	Project : Information Management & Governance/EDRMS Scoping	Project Closure	⊘	100%	Nov 2016	Stage 1 Project Start up & Initiation complete Stage 2 Project Management complete Stage 3 Project Closure to be submitted to IGSG on 17 October 2016	As Programme level	Sheona Hunter	Angela Dunlop
	Programme : Internal Systems	Define the Programme	🔴	25%	August 2016	Work to be subsumed into governance arrangements relating to Digital/Channel Shift	Information Management & Governance programme	Sharon Faulkner	Jonny Cormie
	Project : Internal Systems/Intranet	Project Management	▶	30%	Apr 2017	Workshops to define requirements were delivered with our supplier and the pilot site has been established. Theming and templates have been developed and applied, visual tweaks and final layouts are being completed. Some users have been established and	As Programme level	Sharon Faulkner	Steve Leslie

						started testing, rollout to further user groups to be started in February.			
	Project : Internal Systems/Resourcelink	Project Management	🟢	90%	Oct 2016	Overall review of Resourcelink benefits for future use currently being assessed. Options paper being prepared reflecting actual requirements for e.g. annual leave, appraisal recording, training etc. and identification of which alternative systems may provide a more functional solution. Progress being made on transfer of online holidays from ResourceLink to Eatarmis. Working towards upgrade to legislative version RA01R18 together with upgrade of servers to accommodate it.	As Programme level	Sharon Faulkner	Ron Milne
	Project : Internal Systems/Integra	Project Closure	🟢	22%	Mar 2018	Attachment manager rolled out to Chief Executives & Resources. Dialogue underway regarding implementation at schools. Testing of latest upgrade complete and to be moved to live in October. Feedback on monthly budget holder reports has been incorporated into revised reports. Data collated regarding extent of internal invoicing to permit recommendations on revised approach to remove these from sales ledger. Recruitment commencing for replacement Integra Development Manager.	As Programme level	Ian Lorimer	Steven Mill
	Programme : Angus Digital Implementation	Programme Management & Benefit Realisation	🟢	10%	Mar 2020	IT Priority Projects framework identified and out for approval. Will form the basis of reporting template against key digital themes/ workstreams. Design authority function of Angus Digital still needs to be incorporated into revised governance framework.	Channel Shift programme	Mark Armstrong	Jonny Cormie
	Project : Angus Digital Implementation/Public Connectivity		🔺			Pipeline projects to be revised pending EY new business opportunity investigations			
Improved Customer Experience	**Programme :** Channel Shift	Programme Management & Benefit Realisation	🟢	10%	Mar 2019	Reporting/Governance Structure to be reviewed to include projects from Digital and Internal Systems workflows. CSP Project kick off is on 8th of February, CMS kick-off has already been carried out and web re-development has begun.	Angus Digital Implementation programme Web Estate programme Agile Working/ Estates Review programme	Ian Lorimer	Jonny Cormie
	Project : Channel	Project	🔴	90%	Oct 2016	Portal : The submission of building warrants went live as planned on the 24th August.	As Programme level	Ian Lorimer	Len Murray

		Shift/ePlanning & Building Standards	Management							
		Project : Channel Shift/Online School Payments	Project Initiation	🔴	80%	June 2016	Appointment of Project Manager November 2016. Business case submitted to Channel Shift board in Jan '17. EY looking at how benefits will be identified and realised. Approval to proceed with application procurement agreed by Chief Executive. Estimated full deployment for start of the 17/18 school year. **Request Extension of initiation stage to 1 April 2017**	Elements of the project are dependent on the installation of the cashless catering upgrade also being delivered by the same supplier outwith Channel Shift/TA.	Ian Lorimer	Sandy MacAulay
		Project : Channel Shift/Online Licensing	Project Startup	🔴	5%	Aug 2016	Project status under review to align with Channel Shift Programme. Notwithstanding national position, internal discussions have now commenced to progress this. A revised target date will be provided for the next TA Board meeting and this will likely be aligned with the emerging CSP project.	As Programme level	Ian Lorimer	Jonny Cormie
		Project : Channel Shift/MyAccount & NEC	Project Initiation	▶	20%	June 2017	MyAccount project identified. Resource commitment from IT accounted for in IT Priority Project Document. Work aligned with CSP. Roll out methodology confirmed with CSP vendor. This project has been moved into the next step to support the broader channel shift ambitions and increase pace of change.		Ian Lorimer	Jonny Cormie
		Project : Channel Shift/Access Office Services/Environmental Management	Project Management	▶	95%	Dec 2016	A number of projects have been completed. All projects to be identified as specific areas of work delivering new capability in order to track overall programme level benefits realisation.	As Programme level	Ian Lorimer	Jonny Cormie
		Project : Channel Shift/Access Office Services/Neighbour Complaints		⚠			Pipeline projects to be revised pending EY new business opportunity investigations			
		Project : Channel Shift/Access Office Services/Housing		⚠			Pipeline projects to be revised pending EY new business opportunity investigations			

				%	Date	Commentary	Risks	Owner	Project Manager
	Project : Channel Shift/Access Office Services/Roads		⚠			Pipeline projects to be revised pending EY new business opportunity investigations			
	Project : Channel Shift/Access Office Services/Pest Control		⚠			Pipeline projects to be revised pending EY new business opportunity investigations			
Improved Business Processes	**Project :** Communities_FM/ Residual Waste	Project Management	▶	80%	July 2017	Dialogue phase of procurement process closed on 27 January and invitation to submit final tender issued to bidder. Tender return date 8 February 2017. Evaluation to be completed and report presented to the joint council steering group on 22 February.		Alan McKeown	Lisa Dallas
	Project : Communities_FM/Fleet Project	Project Management	▶	95%	Feb 17	The move to the new workshops was delayed due to issues with installation of vehicle ramps. This has now been resolved and transfer of staff and equipment is in progress.		Alan McKeown	Stewart Ball
	Programme : Procurement Review	Define the Programme	▶	**20%**	Dec 2016	Identify Programme stage completed. OBC approved by TA Board and full Council Feb '16. Projects established to scope opportunities and plan delivery projects. Under-resourcing barrier to progress only addressed by intro of EY resource from early Dec '16. Corporate objectives effectively changed to focus on delivery of General Fund Revenue Savings as a priority. Programme review proposed to Programme Board to take place to end of programme definition phase. Stage end date has passed but should only be changed with TA Board approval post the review referred to above.	Angus Digital Implementation programme. Internal Systems. Culture & Leisure Trust. Help to Live at Home. Full commitment to the review process by all Services. Adequacy of resources to deliver the programme	Ian Lorimer	Mark Allan
	Project : Procurement Review/People & Organisational Model	Project Startup	⚠	0%	Not set	TAPR Board decided not to start up for now (meeting 04/11/16).	As Programme level	Ian Lorimer	Mark Allan
	Project : Procurement Review/Processes	Project Startup	⚠	0%	Not set	Pipeline Project	As Programme level	Ian Lorimer	Mark Allan
	Project : Tayside Contracts		⚠	0%	Not set	Not started yet. To be added to Projects Register.			
	Project : Revenue Maximisation		⚠	0%	Not set	Not started yet. To be added to Projects Register.			

	Project/Programme	Stage	Status	%	Date	Progress	Notes		
	Project : Procurement Review/Purchase to Pay (P2P) (Phase 1 only – project initiation to project scoping and benefits identification)	Project Initiation	(green arrow)	95%	Jan 2017	P2P vision translated into long list of opportunities proposals, series of Opps Workshops held. Draft Ideas Summaries on short-listed initial opps worked up for TAPR Board consideration 02/02/17 (for visibility of size of savings opps for budget-setting purposes). Idea Summary proposals prepared.	Delivery of cash savings will be subject to alignment with Channel Shift and Grading Review programmes	Ian Lorimer	Mark Allan
	Project : Procurement Review/Construction Category (Phase 1 only – project initiation to project scoping and benefits identification)	Project Initiation	(green arrow)	95%	Jan 2017	Long list of opportunities proposals, series of Opps Workshops held. Draft Stage 3 proposals on short-listed initial proposals worked up for TAPR Board consideration 02/02/17 (to give visibility of size of savings opps for budget-setting purposes).Idea Summary proposals prepared.	Under review	Ian Lorimer	Mark Allan
	Project : Procurement Review/Social Care - Adults Category(Phase 1 only – project initiation to project scoping and benefits identification)	Project Initiation	(green arrow)	95%	Jan 2017	Long list of opportunities proposals, series of Opps Workshops held. Draft Stage 3 proposals on short-listed initial proposals worked up for TAPR Board consideration 02/02/17 (to give visibility of size of savings opps for budget-setting purposes).Idea Summary proposals prepared	Under review	Ian Lorimer	Mark Allan
	Project : Procurement Review/Social Care – Children Category (Phase 1 only – project initiation to project scoping and benefits identification)	Project Initiation	(red octagon)	75%	Jan 2017	Long list of opportunities proposals, series of Opps Workshops held. Draft Stage 3 proposals on short-listed initial proposals worked up for TAPR Board consideration 02/02/17 (to give visibility of size of savings opps for budget-setting purposes). Idea Summary proposals not prepared yet, to form part of next tranche / phase.	Under review	Ian Lorimer	Mark Allan
	Project : Procurement Review/Corporate / IT Category (Phase 1 only – project initiation to project scoping and benefits identification)	Project Initiation	(green arrow)	95%	Jan 2017	Long list of opportunities proposals, series of Opps Workshops held. Draft Stage 3 proposals on short-listed initial proposals worked up for TAPR Board consideration 02/02/17 (to give visibility of size of savings opps for budget-setting purposes). Idea Summary proposals prepared:	Under review	Ian Lorimer	Mark Allan
	Programme : Income, Investment & Growth	Identify Programme	(yellow triangle)	10%	Sept 2016	Pipeline project to be revised pending EY new business opportunity investigations		Richard Stiff	TBC
	Programme : Help to Live at Home	Programme Management & Benefit Realization	(green arrow)	60%	Dec 2017	Review of OBC completed and submitted to TA EMT Scrutiny group 4 Oct 2106. Economic case revised taking account of new cost pressures	Health & Social Care Integration	George Bowie	Jerry Forteath

	Project : Help to Live at Home/Internal Efficiency – phase 1	Project Closure	✅	100%	Aug 2016	Phase 1 savings achieved and new capability in place. Lessons learned report completed	AHSCP strategy priorities	George Bowie	Jerry Forteath
	Project : Help to Live at Home/Internal Efficiency – phase 2	Project Initiation	▶	60%	Dec 2016 Feb 2017	New service design completed and FOM approved. Consultation with staff and trade unions in process.	Full delivery dependant on external market capacity Full implementation of Phase 2 service/savings	George Bowie	Jerry Forteath
	Project : Help to Live at Home/External Market Efficiency	Project Management	▶	60%	Dec 2016	New 'Fair cost of care' approach agreed with providers. Procurement plan initiated. Transfer of internal services to external progressing (now 70% despite slowing in December). Business case for Predetermined Cost of Care and future commercial models completed and approved by Programme Board.	Cooperation of external care providers Supply of external care services / External provider business plans Economic case for programme	George Bowie	Jerry Forteath/ Jamie Aitchison
Agile Working/ Estates Review	**Project :** School Estate/Community Campus/Brechin Campus	Project Management	✅	100%	Oct 2016	Works complete on site. Currently in defects/ snagging.	Culture & Leisure Trust (as a building occupier)	Gordon Cargill	Dave Smith
	Project : School Estate/Community Campus/Forfar Campus	Project Management	▶	70%	Oct 2017	Phase 1 to complete 06.02.2017 (percentage includes phase 2)	Culture & Leisure Trust (as a building occupier)	Gordon Cargill	Dave Smith
	Project : School Estate Investment Strategy	Project Management	▶	50%	May 2017	Mapping exercise undertaken of children, planned housing developments early years, transport routes, areas of deprivation. Locality profiles produced for most of Angus. Draft Standard designed for Community Schools, All Through Schools, Nurture and Early Years Provision. Film reel produced for use at Angus Children and Learning Festival. Draft IT standard produced. Historic energy and maintenance information gathered. Supplementary suitability standards produced. Scottish Government and supplementary suitability surveys in progress. Communication Framework and engagement matrix developed.	Agile Working & Estates Review programme	Les Hutchinson	Elaine Hughes

	Project : Arbroath Schools Project Board /Timmergreen & Wardykes Replacement	Project Management	✅	100%	Nov 2016	Works complete on site. Currently in defects / snagging.		Gordon Cargill	Dave Smith
	Project : Arbroath Schools Project Board /Hayshead, Ladyloan & Muirfield Replacement	Project Management	▶	5%	April 2019	Outline designs progressing. Formal Consultation of shared campus about to begin.		Gordon Cargill	Dave Smith
	Programme : Agile Working/Estates Review Board	Programme Management & Benefit Realization	▶	27%	Dec 2019	Breakdown of programme benefits realisation relating to increased productivity/ efficiency benefits shared with CMT colleagues.	Angus Digital Implementation Internal Systems Records & Information Management	Gordon Cargill	Malcolm Cameron
	Project : Agile working/Estates Review Board/Pathfinders	Project Management	🔴	85%	Sept 2016	Review of "process" to be progressed and new timeline to complete that work to be agreed. **Request extension to 31 March 2017.**	As Programme level	Gordon Cargill	Malcolm Cameron
	Project : Agile working/Estates Review Board/Back Office	Project Management	▶	40%	Dec 2017	Phase 2 back office moves completed for L&DS and HR, Payroll and staffing. Building adaptations for back office element at Bruce House now completed.	As Programme level	Gordon Cargill	Malcolm Cameron
	Project : Agile working/Estates Review Board/Locality Hub	Project Startup	🛑	95%	Sept 2016	Paper to Council on Locality Hub implementation to Council on 9th February. **Paper deferred to 9th February meeting.**	As Programme level	Gordon Cargill	Malcolm Cameron
	Project : Agile working/Estates Review Board/Democratic	Project Startup	🛑	95%	Sept 2016	Linked to locality hub solution as noted above **Paper deferred to 9th February meeting.**	As Programme level	Gordon Cargill	Malcolm Cameron
	Project : Agile Working/Estates Review Board /Telephony Systems	Project Startup	▶	50%	TBC	Options appraisal being undertaken		Gordon Cargill	Malcolm Cameron
	Project : Agile Working/Estates Review Board/Lync	Project Management	▶	75%	TBC	Significant progress with roll-out across all users. Further enhancements of Skype for Business to be in place Summer '17		Gordon Cargill	Malcolm Cameron

TRANSFORMING ANGUS PORTFOLIO: SERVICE REVIEW HIGHLIGHT REPORT

'Progress against Plan' Status	✅ Completed ▶ In Progress ⚠ Unassigned 🔴 Overdue 🟧 Cancelled							

Directorate	Service Review	Current Life Cycle Stage from Governance Model	Progress Against Plan			Progress Update (include reasons for any red or amber status)	Dependencies	SRO	Assigned To
			Status	% age Progress	Stage End Date				
Communities	Garden Waste Collections	Stage 5: Implementation	✅	100%	July 2016	Over 20,000 households have now subscribed to the service which exceeds the 15,200 target reported to committee. Collections have now commenced and review of routes will be undertaken in coming weeks.		Alan McKeown	Stewart Ball
	Recycling Collections	Stage 5: Implementation	✅	100%	Nov 2016	Changes to collection routes have now been successfully implemented.		Alan McKeown	Stewart Ball
	Waste management Service	Stage 2: review Teamwork	▶	25%	Dec 2017	Review of shift patterns is now underway but this will be a lengthy process and will involve a significant amount of stakeholder consultation. Target for implementation of new shift pattern is April 2018.		Alan McKeown	Stewart Ball
	Review of Public Toilet Provision	Stage 5: Implementation	✅	100%	Aug 2016	Unattended toilets closed at end of July, 2 Superloos became unattended on 1 August 2016.		Alan McKeown	Stewart Ball
	Redesign Delivery of Recycling Centre Provision	Stage 5: Implementation	▶	75%	July 2017	Communities Committee on 24 May agreed to reduced opening hours at all centres with the exception of Monifieth which is to be closed. This will take effect when refurbishment works at Montrose and Arbroath recycling centres has been completed which is expected to be the summer of 2017.		Alan McKeown	Stewart Ball
Adult Services (IJB)	Housing Support	Stage 5: Implementation	✅	100%	Nov 2016	Project completed and new service implemented To commence Project Closure stage		George Bowie	Jerry Forteith
	Review of AJELS	Stage 6 Post Implementation review	✅	100%	January 2017	New service launched 24th January 2017		George Bowie	Adrian McLaughlan

	Review	Stage		%	Date	Commentary	Dependencies		
	Review of Community Meals	Stage 5: Implementation	▶ (green)	75%	21 April 2017	Site started 5/12/16, progress slower than anticipated due to uncovering an issue in the stripping out stage necessitating further work. Progress meeting to be organised beg Feb 2017		George Bowie	Jillian Richmond
Children & Learning	Review of Education Resource Service	Stage 5: Implementation	● (red)	80%	Aug 2016	The member of staff has packed up the service and is ready to move. Plans are confirmed for the Brunton Block and costing is being finalised. Ladybird Playgroup will move to the Brunton Block following additional works to the building. This needs to be complete and Care Inspectorate compliant by May. Revised completion date to be confirmed pending local agreement	Collaborative working with Property colleagues re re-location	Tim Armstrong	Dawn Archibald
	Review of School Systems	Stage3: Develop & finalise proposals	✓ (green)	100%	Dec 2016	The School Systems Programme Board has reported outcomes to the Children and Learning SLT and recommendations were agreed.	Digital developments SLA with ICT Completion of job-sizing evaluation	Margo Williamson	Pauline Stephen
	Review Print & Copy Services	Stage 5: Implementation	▶ (green)	90% - DRU Mail 85% MFD contract 75% Courier Contract	Mar 2017 June 2017 Sept 2017 Dec 2017	All alterations to DRU building completed. Election Store now located in DRU. Mailroom due to relocate to DRU on 31 January. New mail protocols for Angus House being finalised and will be rolled out shortly.Scanning of incoming mail pilot – project group currently being established in Resources to take this forward. New mail contract in place – report currently being prepared to highlight savings to be made and introduce new mailing protocol to achieve these savings. MFD contract review now commenced – new agile requirements including locality hubs, software to allow for "follow me" printing, hybrid mail solution and bulk printing to DRU to be considered as part of the renewal process. All services have been contacted to ascertain requirements. Tender spec to be drawn up by 31.3/17 – actual renewal date Sept 2017. Review of council wide courier services will commence after tender specification for MFD contract has been finalised at end of March.	MFD supplier Renewal of MFD contract Agile Working Central services/budgets Closure of Invertay House	Sheona Hunter	Shona Cameron
Resources	Review Democratic Services	Stage 5: Implementation	▶ (green)	95%	May 2017	Review was completed by the agreed date of 31 Dec 2015. Recommendations agreed by Legal and Democratic Services Management Team	Support of elected members for paperless meetings post May 2017 Local	Sheona Hunter	Donald Macaskill

						The pilot project for paperless meetings has been fully implemented with all members involved in the pilot now receiving all their committee papers via the Document Centre. A "mock" committee meeting took place on 12 October where only Surface Pros will be used. Surface pros have now been ordered for all elected members for May and work to be undertaken in TCH to accommodate charging points	Government Elections		
	Staffing/ Management Grading Structures (Corporate)	Stage 2 : Review Team work		30%	Mar 2017	Pay modeller system purchased and meeting arranged with external provider to take work forward. Joint training set up with Perth & Kinross Council to limit cost of training.	Review of organisational design Review	Sharon Faulkner	Pauline Sinclair
	Review of Organisational Design	Stage 2 : Review Team work		30%	Mar 2017	Work progressing with consultant to identify potential options for new pay and grading structure which will support organisational design model. Detailed report now received from consultant with a view to start pay modelling	Staffing/Management Grading Structures	Sharon Faulkner	Pauline Sinclair

TRANSFORMING ANGUS PORTFOLIO: BENEFIT MANAGEMENT REPORT

POSITION AT 31 JANUARY 2017: FOR POLICY AND RESOURCES COMMITTEE 14 MARCH 2017

'Progress against Outcome' Status		Completed	On Track	At Risk		Not Achieved	Cancelled		

Strategic Theme	Programme	Programme Outcome (expected benefit)	Status	Planned Per OBC/FBC £000	Updated OBC/FBC £0	Achieved/ Projected £000	Variance (Adverse)/ Favourable £000	Variance Reason	Key risks, issues, corrective actions and relevant comments
Improved Business Processes	Culture & Leisure Trust	Financial savings identified in Final Business Case	▶						
		2016/17		897	897	897	0		Savings have been removed from the base budget in 2016/17
		Total		897	897	897	0		
	Procurement Review	Procurement cost savings	⚠						Resourcing not yet agreed
		2016/17		75	65	65	0		Included in 2016/17 savings but not allocated to services. To be carried forward and taken from savings identified in Commercial Excellence work currently in progress through new EY partnership work.
		2017/18		1,225			0		
		2018/19		2,355			0		
		2019/20		3,090			0		
		2020/21		0			0		
		Total		6,745	65	65	0		
	Passenger Transport	Savings through options 1-14 of the Outline Business Case	▶					Original OBC over ambitious with some key assumptions. Programme did not progress to plan.	Savings reviewed through updated OBC and agreed by TA board in August 2016
		2015/16		281			0		
		2016/17		1,347	57	57	0		
		2017/18		36	40	40	0		
		2018/19			26	26	0		

		2019/20			26	26	0	
		Total		1,664	149	149	0	
	Help to Live at Home	Increased productivity and efficiency						Revised OBC completed based on current information - savings targets are noted as cash only - cost avoidance of £1.4m will also be achieved but not included in updated figures	
	- Phase 1	2016/17		1,196	650	650	0	
		2017/18		264	239	239	0	
		2018/19		1,007	530	530	0	
		2019/20		1,456	(40)	(40)	0	
		2020/21		773	(150)	(150)	0	
				4,696	1,229	1,229	0	
	- Phase 2	2017/18		0	581	581	0	
		2018/19		0	194	194	0	
				0	775	775	0	
		Total		4,696	2,004	2,004	0	
Agile Working/ Estates Review	Agile Working	Reduction in property revenue costs and increased staff efficiency						acceleration of efficiency savings	OBC refresh still to be finalised in light of change of use for William Wallace House and St Margaret's House and buildings now outwith scope. Phasing of savings will be further updated following completion of review of property costs within scope and phasing of moves
		2016/17		187	108	108	0	
		2017/18		856	1,250	1,250	0	
		2018/19		1,377	1,449	1,449	0	
		2019/20		1,312	910	910	0	
		2020/21		1,183	698	698	0	
		Total		4,915	4,415	4,415	0	
Total		2015/16		281	0	0	0	
		2016/17		3,702	1,777	1,777	0	
		2017/18		2,381	2,110	2,110	0	
		2018/19		4,739	2,199	2,199	0	
		2019/20		5,858	896	896	0	
		2020/21		1,956	548	548	0	
		Total		18,917	7,530	7,530	0	

PROGRESS WITH COLLABORATIVE ACTIVITIES

Activity	Progress
	19
Integration of Waste	The project is on track to deliver positive progress. Officers from the three Councils have met with Tayside Procurement Consortium (TPC) and developed a specification of requirements and agreed a procurement strategy. Following discussion with TPC, it was agreed to enlist further project delivery support of £100,000 shared between the three Councils to complete an Outline Business Case.
Economic Development/Cities Deal	Joint economic development which is being progressed via the Tay Cities deal, which is currently in the process of finalising Outline Business cases, to support the joint Economic Strategy. The deadline date for submission to UK/Scottish Governments is 24 February 2017.
Children's Services	The work of this group was reported to Policy and Resources Committee on 29 November 2016, (Report No 428/16 refers). It set out the potential for extended collaborative approaches involving Education and Children's Services working in close partnership with Children's Health, NHS Tayside, the Third sector and private enterprise, with the remit for the Strategic Director - Children and Learning to bring forward a report at Children and Learning Committee later this year**.** The three Councils and partners are working closely with the Scottish Government, which has seconded a senior member of staff to work on this initiative.
Procurement and Commissioning	Outline Business Case submitted to Joint Chief Executives on 15 December 2016. Significant procurement spend across Councils was highlighted (£500m p.a)
Digital Transformation	A collaboration group has been formed between the three Councils to work together on the implementation of our Customer Services Platforms (CSP) and the delivery of our respective `channel shift` programmes. The three Councils have jointly procured an online digital platform system – this will allow the Councils to put more services online quicker through sharing resources, processes, integration methods and form templates. The three Councils, along with Fife Council, are collaborating - as part of the Tay Cities Deal - on proposals for a scoping and feasibility study, for establishing a Digital Centre of Excellence as an exemplar project linked to the new Digital Strategy for Scotland and the Local Government Digital Strategy. The initiative aims to help achieve financial savings for each local authority and for the public sector; develop skills and capability in new and emerging technologies; drive public sector reform initiatives; and promote economic growth in Fife, Dundee, Perth and Kinross and Angus.

Activity	Progress
One Public Estate	Work is underway to examine property assets between the three Councils and NHS Tayside, (Fife Council and NHS Fife also involved) with a potential to rationalise and share buildings wherever possible. Scottish Futures Trust (SFT) are supporting this review. A Terms of reference has been agreed by all parties. A mapping exercise is underway for all assets with each authority at different stages and levels of cohesion. Annual revenue costs across all bodies are being pulled together and opportunities for joint property maintenance contract procurement and project resourcing are being considered.
Developing Tayside Contracts	Joint work is underway examining the existing Minute of Agreement to ensure it is fit for purpose, with the new collaborative agenda.
Roads	Options appraisal report submitted to Joint Chief Executives on 15 December 2016. Additional work was requested to develop the options further.
Fleet/Transportation	Outline Business Case submitted to Joint Chief Executives on 15 December 2016. It was agreed that as Angus Council has moved to a shared Fleet Service with Tayside Contracts, and Dundee City Council is considering a similar arrangement, Perth and Kinross Council is reviewing its approach, and a report will be prepared in due course.
Corporate Services	Outline Business Case submitted to Joint Chief Executives on 15 December 2016. Agreed to progress to a full Business Case to consider a centrally managed shared service option.

UPDATE ON SCHOOL INVESTMENT STRATEGY

1.   BACKGROUND

1.1   This report provides an update on the progress of the School Investment Strategy commissioned by the Children and Learning Committee on 10 November 2015. In that report we identified the guiding principles for the review. These are that: -

- the child is at the centre of our strategy;
- our strategy will be predicated on educational gain; and
- schools are fit to deliver the curriculum for excellence or the prevailing educational drivers at the time.

2.   PROGRESS UPDATE

2.1   The work is progressing in line with the project plan and remains in line with our guiding principles identified above. As well as the working groups established to develop the strategy, we are working in partnership with SPACE Strategies and Hubco. We have also been working with Architecture and Design Scotland and learning from other local authorities.

2.2   A project plan has been developed and the achievements to date include: -

From Committee Report 436/15	Update	Status
Identify future demands on the school estate taking account of demographics, the impact of policy developments e.g. 600 hours pre-school education, and planned housing developments	We have developed a new method of projecting school rolls which includes projected birth rates, and takes account of the impact of new housing developments. We have also included projections for nursery age children. We have mapped this information using GIS.	
Develop standards for the Directorate including how we respond to curriculum needs, community campuses, possibility of 3 – 18 schools, ASN provision, vocational education, planned maintenance standards etc. In developing these standards we will take account of relevant legislation and government guidance, as well as seeking out areas of best practice	We have drafted standards for all-through schools, community schools, nurture, and ASN provision. In developing these standards we have taken account of relevant legislation and guidance and we have visited other authorities where good practice has been identified. We have also arranged a consultation with an academic from Finland who has been developing good practice.	
Identify our key aspirations including school replacement strategy; whether schools should always be community resources, whether school design should always enable ready expansion etc.	We have identified our aspirations in relation to community schools and responsiveness to place, developed digital connectivity and planned maintenance standards and post occupancy evaluation methodology for use with large projects	
Develop outline plans for each school.	As part of our mapping of demand, we have looked at the impact on each of our schools, we have carried out suitability surveys of all of our schools and obtained floor and site plans. We are in the process of applying this information to all of our schools.	

3.   NEXT STEPS

3.1   We are currently on schedule for completion in summer 2017. The following activities are planned for the coming months: -

From Committee Report 436/15	Update	Status
Identify future demands on the school estate taking account of demographics, the impact of policy developments e.g. 600 hours pre-school education, and planned housing developments	We will work with colleagues to challenge our predictions and to build in relevant local issues.	
Develop standards for the Directorate including how we respond to curriculum needs, community campuses, possibility of 3 – 18 schools, ASN provision, vocational education, planned maintenance standards etc. In developing these standards we will take account of relevant legislation and government guidance, as well as seeking out areas of best practice	We will produce standards for outdoor learning, the evolving curriculum for excellence, and how all of the standards we have developed fit together in line with our statement of ambition. Develop an educational benefits statement. We will consult on our standards and invite challenge and comment. In line with our engagement strategy, sometimes our engagement will be open to everyone and sometimes it will be open to smaller groups or individuals depending on the nature of the engagement. For this strategy we will engage with • children and young people • elected members • employees • media • parents/carers • partners • residents • service users	
Identify our key aspirations including school replacement strategy; whether schools should always be community resources, whether school design should always enable ready expansion etc.	We will translate the standards developed above into space models, identifying how we think our built environment can support our educational aspirations.	
Develop outline plans for each school.	We will use the information above to assess and recommend options for each of our schools.	

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