







Scrutiny Panel Review – Management Restructure and Transforming Angus – Updated Action Plan


Scrutiny Panel Report May 2015				Covalent Record		Current Status
	Recommendation	Resp Person/ Due Date	EMT comment	Action / Due Date	Status / Update Comment	
1	The panel recommends that a full assessment be conducted to confirm the final costs and savings that have been made in the restructure, by directorate. This should include an assessment across the Chief Officer, Senior, Professional and Manager grades.	Head of CI&F 31 Oct 2015	<p>Extent of LG grades to be included in the assessment needs definition.</p> <p>This does not take cognisance of the number of professional officers which have been reduced that are neither LG nor CO, and in some cases paid significantly more. The assessment also needs to take into consideration the starting point, not just the middle or end point. That was different for each directorate, investment was absolutely needed in some places and the justification for this was detailed in the committee reports.</p>	<p>TASR_0001</p> <p>We will conduct a full assessment, by Directorate, to confirm the final costs and savings that have been made in the management restructure.</p> <p>31 Oct 2015</p>	<p></p> <p>It was not possible to complete this action by the original target date due to significant other demands on finance team resources and staff vacancies. This action will be completed by the due date using 2015/16 staffing budgets.</p>	<p>Revised completion date 31 March 2016</p>


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2	The Panel recommend the assessment of quality of management be revisited in 18 months to 2 years time which would give time for the middle management leadership programme to bed in and recommend views be sought from a comparable survey on a full diagonal slice of the organisation.	Head of Organisational Change Dec 2017	It is recommended that this assessment is undertaken as part of the 2017 staff satisfaction survey to avoid duplication of effort.	TASR_0002 We will include an assessment of the quality of management and leadership when designing the 2017 staff satisfaction survey 31 Dec 2017		Due date not yet reached


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3 6 7	<p>The Panel recommend that the work around development/improvement of the performance management system (CRR ref CORRR0004.1), due to complete at the end of June 2015,) be built on to include and report on:-</p> <ul style="list-style-type: none"> • measures of effective services • cost reduction • improved quality of management. • Achievement and progress against TA objectives (11 priority areas), tracking delivery and savings 	<p>Head of CI&F April 2016</p>	<p>Happy to see directorate and corporate dash boards but may need investment of time and resources so we can compare/benchmark effectively. The work scheduled to conclude in June will be implemented in accordance with that timetable. Thereafter it will be further developed to include the agreed areas</p> <p>The planned development of PBB aims to partially address this recommendation as detailed in Council reports 196/15 and 240/15.</p>	<p>TASR_0003 We will develop and improve the performance management system to include and report on measures of effective services, achievement & progress against TA objectives.</p> <p>30 April 2016</p>	<p></p> <p>Changes/improvements to performance reporting on the TA programme and benefits realisation have been made and are being implemented. Baseline information is now in the Covalent system and an officer within the TA Programme Office is leading on these aspects of TA Programme Governance and performance management. Rollout of Covalent browser version and training is ongoing – this enables tailored scorecards and dashboards to be used by managers</p>	<p>Due date not yet reached</p>


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4	The Panel recommend that staff understanding of Transformation be retested in 12-18 months with a further diagonal slice survey.	Service Manager (Transforming Angus) April 2017	EMT also commits to directorate work, not just a central set piece(s), and to do this as part of the communications, engagement and awareness approach. Any future diagonal slice survey needs to take better account of the staff profile across services in particular in relation to school based staff.	TASR_0004 We will re-test staff understanding of Transformation by undertaking a further diagonal slice survey. 30 April 2017	 Considerable effort is being input to improve staff understanding of transformation. For example, the 'Space for Success' event that was held in the Reid Hall and open to all staff on 3 and 4 February 2016. The Leadership forum is also being utilised to ensure all senior managers have a greater understanding of transformational change and how it applies to their service.	Due date not yet reached



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5 7 13	The Panel recommend that the current work on benefits realisation includes the establishment of focused and clear outcomes and identified benefits for the programme as a whole and for the workstreams. This should show the totality of the programme and its timescale, with measurable progress and benefits reported to the Policy & Resources Committee and Scrutiny & Audit within a concise dashboard type reporting mechanism, on a quarterly basis	Service Manager (Transforming Angus) December 2015	Agreed, objective and subjective and qualitative and quantitative measures. It should also cover customer views where necessary and appropriate. The first iteration of this improvement will be completed by the stated date. However, subsequent further improvement is envisaged beyond this date.	<p>TASR_0005 We will establish focussed and clear outcomes and identified benefits for the TA programme as a whole and for the workstreams. 31 December 2015</p> <p>TASR_0006 We will develop a concise dashboard-type format to report TA progress & benefits to Policy & Resources and Scrutiny & Audit committees on a quarterly basis. 31 December 2015</p>	<p> Regular TA update reports are now being presented to the P&R and S&A committees. The approach to benefits realisation is maturing and forms an intrinsic element of business case development work. Works to co-ordinate benefits across the whole programme is being progressed but not yet completed. The target for completion is now 30 June 2016.</p> <p> A dashboard style format has been developed and Covalent is being populated with data in line with the TA governance arrangements to provide relevant reporting outputs. It is planned to complete this by 30 June 2016.</p>	In progress. Revised completion date 30 June 2016.

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8	The Panel have some concerns around the fact that the establishment of a strategy of council and service priorities is likely to slip in terms of timescale and would recommend that this be a priority to be addressed. Without a detailed knowledge of the priorities of what must be done/could be stopped, potential savings opportunities are missed.	Head of CI&F April 2016	The planned development of PBB aims to address this recommendation as detailed in Council reports 196/15 and 240/15.	RDIP_0093 We will reflect on the outcomes from the use of Priority Based Budgeting (PBB) in setting the 2016/17 budget and develop/refine our PBB approach for the 2017/18 budget setting. 28 February 2015	 Delivery of most of the PBB principles was confirmed at a Budget Member/Officer Group meeting on 26 November 2015 and in the 2016/17 budget set by Council in February 2016. A full review of the success of the PBB approach and refinements for future years has still to take place but this will be done in April/May once a date for the next PBSG meeting has been established.	Revised completion date 31 May 2016

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9	As cultural change is critical to the success of Transforming Angus the panel would recommend that management further review this area and identify a way forward to ensure the change is communicated and embedded in the council and that the priority areas around which there is likely to be change are identified and communicated. Management should also consider a cultural audit/review with interviews of key staff across all levels of the organisation to establish a baseline and action plan for moving forward.	Chief Executive October 2015	The EMT will consider a cultural audit/review and how this could best be delivered	<p>TASR_0007 We will consider a cultural/audit review and how this could best be delivered. 31 Oct 2015</p> <p>Other Covalent actions linked to this recommendation CORRR_0002.4 CORRR_0002.5 CORRR_0003.3</p>	<p> At present the capacity to deliver a cultural audit/review does not exist and would detract from efforts being made to deliver TA projects. However work has been done to reinforce communications and engagement activity including the recent Space for Success (SfS) programme. The need for an audit/review will be re-visited in 2016/17.</p> <p>Refer to Corporate Risk Register (CRR) update, report XXX/16</p>	<p>Revised completion date 31 March 2017 for consideration of a cultural audit/review.</p> <p>The three CRR actions have been completed.</p> <p>TA communication and engagement are being pro-actively addressed as an ongoing and key element of day-to-day implementation. The "Space for Success" initiative is being used as a high profile catalyst for engagement and communication across the organisation. Elected members have received regular reports and briefings.</p>

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10	It is recommended that the information on the site, and the access to it, is reviewed to ensure that core documents eg minutes and relevant papers are widely available.	Strategic Director Resources December 2015	This is being addressed through the development of the council's intranet and the TA communication and engagement work.	TASR_0008 We will review the TA information on the intranet, and the access to it, to ensure that core documents are widely available. 31 October 2015	 Intranet site is being developed and improved to make information more accessible and useful to the workforce and members. This has started with Agile and Space for Success content and is being developed across all TA workstreams and programmes. It is recommended that the due date for this action is amended to December 2016.	In progress. Revised completion date 31 December 2016.

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11	The Panel recommend that the communications plan be completed to include the action plans and made available corporately. Currently the draft is on the restricted Board area of the intranet. The final plan should be shared with the Scrutiny & Audit Committee.	Strategic Director Resources October 2015	This is being addressed through the development of the council's intranet and the TA communication and engagement work	TASR_0009 We will complete the TA communications plan and make it available corporately. We will share the final plan with the Scrutiny & Audit Committee.	 Communication strategies are in place for the overall programme, and the Angus Agile and Help to Live at Home programmes. The accompanying comms plans are being developed in conjunction with the emerging programme/project plans. The strategies/plans will be published by 31 March as part of the Intranet programme content. The Angus Alive communication strategy/plan was completed in December 2015.	In progress. Revised completion date 31 March 2016.

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12	Measures of success around the input of the strategic partner have not yet been established although in a wide sense this will be around overall cost of investment v benefits realised. Work is needed to capture, monitor and report this and the Panel recommend this is progressed urgently.	Service Manager (Transforming Angus) December 2015	This links to recommendation 5 and overall change programme benefits realisation.	TASR_0010 We will establish measures of success around the input of the strategic partner and will capture, monitor and report this information.	 The work of the Strategic Partner has been focussed on delivering benefits through programme and project initiatives (e.g. support for establishing Angus Alive). Measures of success relating to specific EY commissions is to be developed. This will be progressed prior to 30 June 2016.	Revised completion date 30 June 2016
14	The Panel note the above but are concerned that there is robust governance around the programme and that the Board operate at the appropriate high level. Accordingly the panel would recommend a quick follow up to the internal audit report with an update to the September 2015 Scrutiny & Audit Committee.	Audit Manager 30 Sept 2015		TASR_0011 We will provide an update to the Scrutiny & Audit Committee on internal audit report 14-24, TA Governance.	 Follow Up audit of Transforming Angus - Governance completed and summary reported to Scrutiny and Audit Committee on 29/09/15. Final Follow Up audit report issued to management 16/09/15.	Completed