

**ANGUS COUNCIL**

**POLICY AND RESOURCES COMMITTEE – 9 JUNE 2015  
SCRUTINY AND AUDIT COMMITTEE – 23 JUNE 2015**

**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 Policy and Resources Committee:

- (i) consider the update in relation to the various aspects of the Council's Transforming Angus change programme;
- (ii) note the opportunity for a non-administration elected member to become a member of the Transforming Angus Programme Board;
- (iii) approve the 'Terms of Reference' for the Transforming Angus Programme Board, as specified in Appendix 2 of this report; and

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 47/15, considered by the Policy and Resources Committee at its meeting on 3 February 2015. That report provided the initial progress update in relation to the Council's Transforming Angus (TA) change programme and confirmed that the Policy and Resources Committee would thereafter be provided with quarterly progress updates.

**4. GOVERNANCE ARRANGEMENTS UPDATE**

**4.1 Governance Structure**

- 4.1.1 An update to the TA governance structure is included in Appendix 1 of this report. This updated structure aligns the 'Improved Business Processes' and 'Improved Customer Experience' themes with the various work-streams.
- 4.1.2 It should be noted that the updated structure also includes the Channel Shift programme which was included in the Council Plan 2014 – 2017.
- 4.1.3 The Channel Shift programme has subsumed the Corporate Systems programme (which had not formally commenced) and includes, for example, the Income Management Strategy and On-line School Payments projects, as these and other aspects are important elements of Channel Shift. This programme also integrates the Council's Customer Services Strategy and

key components from the Angus Digital Strategy, providing a holistic and co-ordinated approach to this significant programme. The Council's Head of Corporate Improvement & Finance will be the Senior Responsible Owner (SRO) to lead this initiative.

## 4.2 Transforming Angus Programme Board

- 4.2.1 Reference is made to Internal Audit Report 14-24 Transforming Angus – Governance, which identified a number of areas for improvement to governance arrangements.
- 4.2.2 This included the requirement to develop the 'Terms of Reference' for the TA Programme Board. That has now been prepared, agreed by the TA Programme Board at its meeting on 20 May 2015, and is included in Appendix 2 of this report for this committee's consideration.
- 4.2.3 Members may recall that during the TA Programme briefing session, held on 3 February 2015, there was an invitation for a non-administration member representative to join the TA Programme Board to provide an appropriate and constructive challenge role. To date this invitation has not been taken-up and non-administration members should note that this opportunity is still available. Any member interested should contact the Council's Head of Legal & Democratic Services directly to express their interest.

## 5. TRANSFORMING ANGUS PROGRAMME/ PROJECT UPDATES

- 5.1 TA Programme initiatives have made good progress since the last update report to this committee on 3 February, and a 'snap-shot' of key highlights include:

TA Programme Initiative	Key Progress Highlights
Angus Digital	<ul style="list-style-type: none"> <li>Angus Digital Strategy &amp; Roadmap approved by P &amp; R Committee on 28 April 2015</li> <li>Web Estate project (JADU contract) completed and moving into 'business as usual'</li> </ul>
Improved Customer Experience	<ul style="list-style-type: none"> <li>Channel Shift project commenced, including development of business case</li> </ul>
Improved Business Process	<ul style="list-style-type: none"> <li>Culture &amp; Leisure Trust: Shadow Board in place, 'Angus Alive' brand established; and 'Go-live' date fixed as 1 December 2015</li> </ul>
	<ul style="list-style-type: none"> <li>Communities/ FM projects: Fleet project: vehicle maintenance staff transferred 1 April 2015 to Tayside Contracts; and Residual Waste project: competitive dialogue procurement progressing with four short-listed bidders</li> </ul>
	<ul style="list-style-type: none"> <li>Help to Live at Home: outline business case developed</li> </ul>
	<ul style="list-style-type: none"> <li>Passenger Transport (inc. green fleet): outline business case developed</li> </ul>
Agile Working/ Estates Review	<ul style="list-style-type: none"> <li>Agile Working and Accommodation Strategy approved by P &amp; R Committee on 3 February 2015</li> </ul>
	<ul style="list-style-type: none"> <li>Strategic development work progressed with Scottish Futures Trust and hub (including Space Strategies)</li> </ul>
	<ul style="list-style-type: none"> <li>School Estate: Brechin campus progressing on site; Forfar Campus Financial Close progressing and works progressed on site; and Arbroath primary schools also progressed on site</li> </ul>

- 5.2 A more detailed update of all the current TA Programme and project initiatives is included in Appendix 3 of this report.

## **6. TRANSFORMING ANGUS PROGRAMME OFFICE UPDATE**

### **6.1 Project Governance Model**

- 6.1.1 Transformational business change and benefit realisation are fundamental requirements for the Transforming Angus programme, and processes to identify, define, measure and track project outcomes and benefits are of paramount importance.
- 6.1.2 There is currently no project governance model consistently applied to Council projects. This has been highlighted through internal audit report 12-32 relating to the Transforming Angus programme, which recommended the use of programme management arrangements to ensure the development, monitoring and measurement of success; and internal audit report 14-32 relating to the Transforming Angus governance arrangements, which includes various recommendations specifically relating to progressing improvements to the current approach.
- 6.1.3 Accordingly, at its meeting on 9 April 2015, the TA Programme Board agreed to progress developing a project governance model, which will ensure a consistent approach to project management, project governance, management information and benefits realisation. This will be progressed by a short-term 'Project Governance Working Group', including representation from various services, with the aim of aligning good practice across the Council.

### **6.2 TA 'Programme Leads' Meeting**

- 6.2.1 With the scope of the TA Programme now expanding into a variety of programmes and projects, a forum for Programme/Project Leads and key support colleagues has been established to meet on a six-weekly cycle (generally aligned two weeks in advance of TA Programme Board meetings).
- 6.2.2 This forum will provide the opportunity to cross-fertilise programme/ project issues, share common practice, identify/ discuss interdependencies, identify any key issues to highlight to the TA programme Board, and provide a support network for colleagues to progress the overall TA Programme in a consistent and purposeful manner. EY are also invited to attend this meeting as part of the 'added value' benefits from their appointment.

### **6.3 'Improvement Panel' Update**

- 6.3.1 Members may recall from Report 47/15, that the Transforming Angus Programme Office is working closely with the Corporate Improvement team; the Organisational Development team; and the DELTA/ LEAN team, in order to promote a 'one council' approach to improve integration across the range of change programmes and projects. Senior managers from these respective services have established an 'Improvement Panel', which meets on a four-weekly cycle to co-ordinate transformational and improvement activities.

### **6.4 TA Resources Review**

- 6.4.1 At its meeting on 19 December 2015, the TA Programme Board identified an increasing risk relating to the capacity of existing Council staff resources to deliver the emerging scope of the TA Programme initiatives, and instructed the Service Manager (TA) to carry out a detailed review.
- 6.4.2 Following consultation with all relevant Heads of Service, this review has been concluded, subject to finalising funding arrangements, and identified a requirement for additional fixed-term support in relation to Human Resources, Information Technology, Organisational Development, Legal and Communications services, with an overall estimated total cost of c£583k to secure a greater return on investment.
- 6.4.3 The TA Programme Board considered and agreed this position at its meeting on 20 May 2015. While the full £583k is a potential commitment from the TA Change fund meantime, funding for c£124k may be derived from the budget carry forward funding review process if relevant bids are successful. However, this will not be determined until the Council meeting on 18 June 2015.
- 6.4.4 It is worth highlighting that the demands of the change programme are not limited to those staff working wholly or largely on the TA Programme. The nature of the TA Programme is such that it requires input and support from numerous staff across the organisation at various

points in time and it will remain a challenge for those staff to balance their business as usual activity demands with support for the TA Programme. The totality of these demands will be kept under review by Heads of Service and priorities reviewed if required to ensure staff workloads remain manageable and fair to individuals.

## **7. CORPORATE IMPROVEMENT UPDATE**

7.1 A number of developments to the Covalent performance management system are currently in progress which will support the Transforming Angus programme. These developments are aimed at:

- putting in place consistent arrangements for reporting progress to the TA Programme Board across all projects and programmes;
- supporting project management arrangements; and
- ensuring that appropriate performance management arrangements are in place.

7.2 Training is also being developed and delivered for all relevant staff to ensure that they can undertake their performance and project management responsibilities and that the best possible use is made of the Covalent system.

7.3 A corporate self-evaluation is also underway, with the initial survey stage completed by members of the leadership forum. The second stage, comprising of a facilitated workshop, will take place in June 2015. Once complete, this work will provide key information on the Council's performance, and identify examples of best practice, benchmarking opportunities and areas for improvement.

7.4. In addition, the Corporate Improvement team are engaging directorates to collate a full list of service review initiatives to provide the TA Programme Board with a holistic view of transformational change activities throughout the Council.

## **8. DELTA/ Lean REVIEW UPDATE**

8.1 DELTA (Delivering Excellence through Lean Transformation in Angus) is the lean programme for Angus Council. DELTA takes lean thinking, methodologies, tools and techniques and applies them within the council as part of our transformation and continuous improvement efforts. DELTA was developed from our experience from conducting a lean pilot programme involving creditors, planning and booking systems together with a number of other reviews including Voids, SLA's, Complaints, School Placements, Apprentices and Older Peoples Housing.

8.2 Work is underway to build capacity and capability in the council to conduct DELTA reviews. There are a number of lean qualified practitioners in the council and a cohort under training and these practitioners are brought together as a virtual team under the leadership of the Service Manager Governance and Consultancy, supported by a Lean Advisor.

8.3 Other work underway includes developing e-learning systems for Brightwave, developing a DELTA/ Lean process for teams moving to Agile working, supporting the Angus Digital work-stream and developing DELTA awareness raising activities.

8.4 Current reviews underway include recruitment, and the Service Manager is currently developing a DELTA programme for the Communities directorate who have been early adopters of lean thinking. This will see a number of DELTA reviews delivered over the next year whilst concurrently developing the capacity of Communities staff through a blended training and qualification programme.

## **9. ORGANISATIONAL DEVELOPMENT UPDATE**

9.1 An organisational development plan is being developed to support the Transforming Angus change programme. It will support the workforce to effectively adapt, prepare for, and manage the challenges and opportunities that our transformation programme presents by focussing on the following key areas:

- Leadership - increasing our leadership capacity and creating a constructive and empowering environment and culture where employees are motivated, skilled and focussed, services are transformed and key outcomes delivered;

- Coaching - that supports the development of a confident, competent and flexible workforce that is equipped to meet the changing demands in the future and enable the ongoing development of a culture of creativity, high performance and continuous improvement, and a management model based on trust;
- Change readiness - people understand the reasons for change and are involved and engaged in the change process;
- Working in an agile way - support to deliver change and enable new ways of working; and
- Enhancing skills to drive organisational performance and improvement - developing the knowledge and skills to make best use of digital technologies and work in an agile way, programme and project management and benefits realisation.

9.2 The development of a leadership programme for middle managers (managers who report to the leadership forum members) is also being progressed. This is aimed at supporting operational managers and team leaders who are faced with considerable challenges in a time when the environment they operate in is becoming more complex and performance related pressures are increasing. It aims to increase understanding of the Transforming Angus change programme and help build momentum for change. Participation in the programme will support managers to increase their skills and confidence to take decisions and to enhance performance in their teams and services, and build their resilience and confidence to deliver change. The programme will commence in June 2015.

## **10. TA COMMUNICATIONS STRATEGY**

10.1 The TA communications strategy was approved by the TA Programme Board at its meeting on 9 April and the key messages and approach are now being applied to TA programme communications activity.

10.2 At this stage in the programme most activity is focused on internal communication to ensure the staff groups directly affected by any of the transformational change proposed receive direct communication from the council (in accordance with the Managing Workforce Change Policy). TA updates are being posted to all staff in mini-matters (weekly) and are featured as appropriate on the Intranet and in the printed version of Angus Matters.

10.3 A communications strategy for the Angus Alive TA programme has also been developed and is being implemented. Regular communication is taking place with the affected staff group through briefings, informal on-site drop-ins with the senior team and through a newly established Yammer Group.

10.4 Staff engagement activity to engender ownership and identification with the new body was undertaken in relation to the naming of the trust and continues in the development of the new brand. The concept designs (in-house development) for the new brand were approved by the Shadow Board on 6 May and a design workshop with trust service representatives is taking place on 22 May, to scope out the detailed application of the brand across the component parts of the new organisation. This branding will be applied to the interim website being developed by the council's web team.

10.5 The public announcement of the 'go-live' date and name of the new trust is planned for 21 May, to coincide with the publication of the information report (Communities Committee, 26 May). This will be done through media, website, social media and internal comms channels.

10.6 The next priority is the development of an intranet area for Angus Agile as a holding space for key programme information for staff. This work is in process and once established will allow a range of agile related information to be featured and signposted. A specific focus of communications activity in the coming months will be the output from the visioning exercise and the resulting plan. This will offer more substance and direction to communications. To offer some insight into agile working in operation elsewhere filming is scheduled for early July at West Dunbartonshire Council to highlight the successes of their agile working environment and experience.

10.7 An initial meeting to scope out the communications strategy and plan for the Help to Live at Home project is scheduled for Monday 25 May with relevant project personnel.

## 11. STRATEGIC PARTNER

- 11.1 Members may recall that Report 47/15 provided an update in relation to the scope of services that the Council commissioned EY to progress across a number of projects, amounting to a total cost of £235,338.
- 11.2 Since that time, the TA Programme Board has also agreed to use the specialist services of EY to support the implementation phase of the Cultural & Leisure Trust at an estimated cost of £56,345. This budget is to be utilised by the Project Team to support specific areas of work where EY's expertise is essential to deliver the project.
- 11.3 EY have also progressed the production of Outline Business Cases (OBC) for the Passenger Transport (inc. green fleet) and Help to Live at Home initiatives. In each case, EY have carried out detailed analysis of the Council's budgets/ out-turn costs vis-à-vis how this translates into service delivery outputs. The findings focus on potential aspects to achieve improvements to business process and opportunities to realise significant benefits from changing current approaches. This is subject to initial investment on a 'spend-to-save' basis and specific details are included in each OBC, to be reported to the appropriate Committee or Council as separate reports.
- 11.4 The TA Board has also agreed to the use the specialist services of EY to support the 'Start-Up' of the implementation phase of the Passenger Transport (inc. green fleet) and Help to Live at Home initiatives, within a budget cost of £30,000. This budget is to be utilised to the Project Team to support specific areas of work where EY's expertise is essential to 'Start-Up' these complex projects.
- 11.5 The total costs of the all services commissioned from EY to date, together with a brief summary of the scope of service, are summarised as follows:

Programme/ Project	Summary Scope of Service	Cost
Help to Live at Home	Develop Outline Business Case	£74,240
Passenger Transport (inc. green fleet)	Develop Outline Business Case	£61,550
Cultural & Leisure Delivery Model Options	Develop Outline Business Case	£65,608 <sup>1</sup>
Income Investment & Growth	In development	Not Yet Available
Procurement Review	Project assurance and specialist advice	£33,940
Culture & Leisure Trust	Specialist advice and support to deliver implementation and realise maximum benefits	£56,345
Passenger Transport and Help to Live at Home	Specialist advice and support to 'Start-Up' implementation phase	£30,000 <sup>2</sup>
<b>Total Cost of Commissions to Date</b>		<b>£321,683</b>

- 11.6 Members may recall from Report 200/14, that Procurement Authority (potentially £900k over 3 years) was approved for the provision of EY services.
- 11.7 While the current total is c322k (i.e. currently c£578k within the procurement authority), there will likely be a requirement for significant EY support to progress the Help to Live at Home programme, assuming members approve the project moving to the next stage. EY input will be critical to assist releasing potential benefits at the earliest opportunity. A variety of options to fee charging, taking cognisance of what services the Council needs and cannot provide itself, are available and these will be analysed to establish the best value approach. This will be included in a further report to this committee once further information is available.

## 12. FINANCIAL IMPLICATIONS

### 12.1 Overall Transforming Angus Change Fund Position

- 12.1.1 The overall TA Change Fund currently amounts to £3.218m, including £1.393m from General Fund Reserves. Based on the estimated final expenditure position for 2014/15 (£0.426m), the base projected expenditure position for 2015/16 (£0.762m), and the base projected expenditure position for 2016/17 (£0.430m), the projected balance for the TA Change Fund

<sup>1</sup> Includes £3,000 discount offered by EY at completion of commission

<sup>2</sup> Angus Council provisional budget

will amount to £1.601m at the end of financial year 2016/17. This currently assumes that no further contribution to the TA Change Fund is made through the 2016/17 budget setting (which may change) and is based on current commitments and summarised in the table below, with further detail included in Appendix 4 of this report.

<b>TA Change Fund Summary</b>	<b>£m</b>
General Fund Reserves	1.393
2014/15 Budget Allocation	0.921
2015/16 Budget Allocation	0.904
<b>Total TA Change Fund</b>	<b>3.218</b>
<b>Less Projected Expenditure:</b>	
2014/15 (Actual)	0.426
2015/16	0.762
2016/17	0.430
<b>Remaining TA Change Fund Balance</b>	<b>1.601</b>

## 12.2 TA Change Fund: Key Financial Issues/ Possible Further Investment Demands

12.2.1 Members may recall that the TA Change Fund was set up in recognition that in many cases significant savings can only be made through upfront investment. As the TA Programme continues to develop, so the potential scale of possible future investment demands on the TA Change Fund are beginning to emerge. In most cases these possible future demands are indicative and require a significant amount of further work to confirm that they are required at the level assumed, and crucially demonstrate a robust position in terms of the savings return such investment will achieve.

12.2.2 Potential further demands emerging from the various TA Programme initiatives are detailed in the table below. Members are asked to bear in mind that these figures are an early indication of potential investment demands and will be subject to further scrutiny and challenge by relevant officers.

<b>TA Programme Initiative</b>	<b>Description</b>	<b>Indicative Cost £m</b>
Help to Live at Home	Potential in-house staff costs advised by EY	0.214
Help to Live at Home	Potential EY fees to support implementation phase	0.622
Angus Alive	CEO appointment for around 6 months	0.050
Angus Alive	Development of new Angus Alive Website and other start-up costs	0.150
Angus Agile	Investment costs to support Agile implementation (£0.200m included in base budget for 2015/16)	0.200
Passenger Transport	Potential costs advised by EY to support implementation	0.074
Resources Review	Potential funding to support outcome of in-house resources review if budget carry forward not successful	0.267
<b>Total indicative Cost</b>		<b>1.577</b>

12.2.3 In addition to the above, the Angus Agile and Passenger Transport projects have identified a potential need for significant investment of capital resources of £0.600m and £3.438m respectively. The passenger transport figure is however likely to be an overestimation of requirement relative to savings potential and acceptable pay back periods so should be treated as very much indicative at this stage. The Council's Capital Budget does include provision for "Transforming Angus and Estate rationalisation" (£3.9m for the current five year period) which can be called upon if required to support some of the investment required to deliver savings (i.e. spend-to-save). At present, there are no commitments against that budget provision.

12.2.4 Although only indicative at this time, the above table highlights a potential emerging investment requirement of £1.577m, in comparison to funding headroom currently available in the TA Change Fund amounting to c£1.601m, resulting in some minor headroom of £0.024m. This position is not a significant concern at this stage given the further work required on the figures in the above table, but it does highlight the need to use the TA Change Fund carefully and only where there is confidence that savings will be delivered. The demands on the TA

Change Fund, and any potential requirement to top up the TA Change Fund, will be considered as part of the 2016/17 budget setting process.

12.2.5 It should also be noted that the above figures assume no drawdown from the TA Change Fund for early retirement or voluntary redundancy costs and it is likely that the TA Change Fund will also be called upon at some point in the next two years to meet this type of cost.

12.2.6 Members will be aware that the approach is predicated on achieving a return on the investment. Work in relation to benefits realisation from the various investments referred to in the above table are being developed and early indications show a potential for significant savings which would be well in excess of the investment indicated.

### **13. OTHER IMPLICATIONS**

#### **13.1 Risks**

13.1.1 There is an emerging risk of having sufficient funding to support the opportunity investment costs associated with realising benefits from the TA Programme initiatives (i.e. spend-to-save). This report has indicated the overall financial position providing context to this risk meantime, and the position will be monitored by the TA Programme Board, in consultation with the Head of Corporate Improvement & Finance.

13.1.2 Other risks to the TA Programme are being actively identified and managed at TA Programme Board, specific Programme/ Project Board and Project Team levels. Risks shall be escalated to the immediate hierarchal governance body, including this committee from the TA Programme Board, where this is considered to be necessary to agree the required actions to control a specific risk.

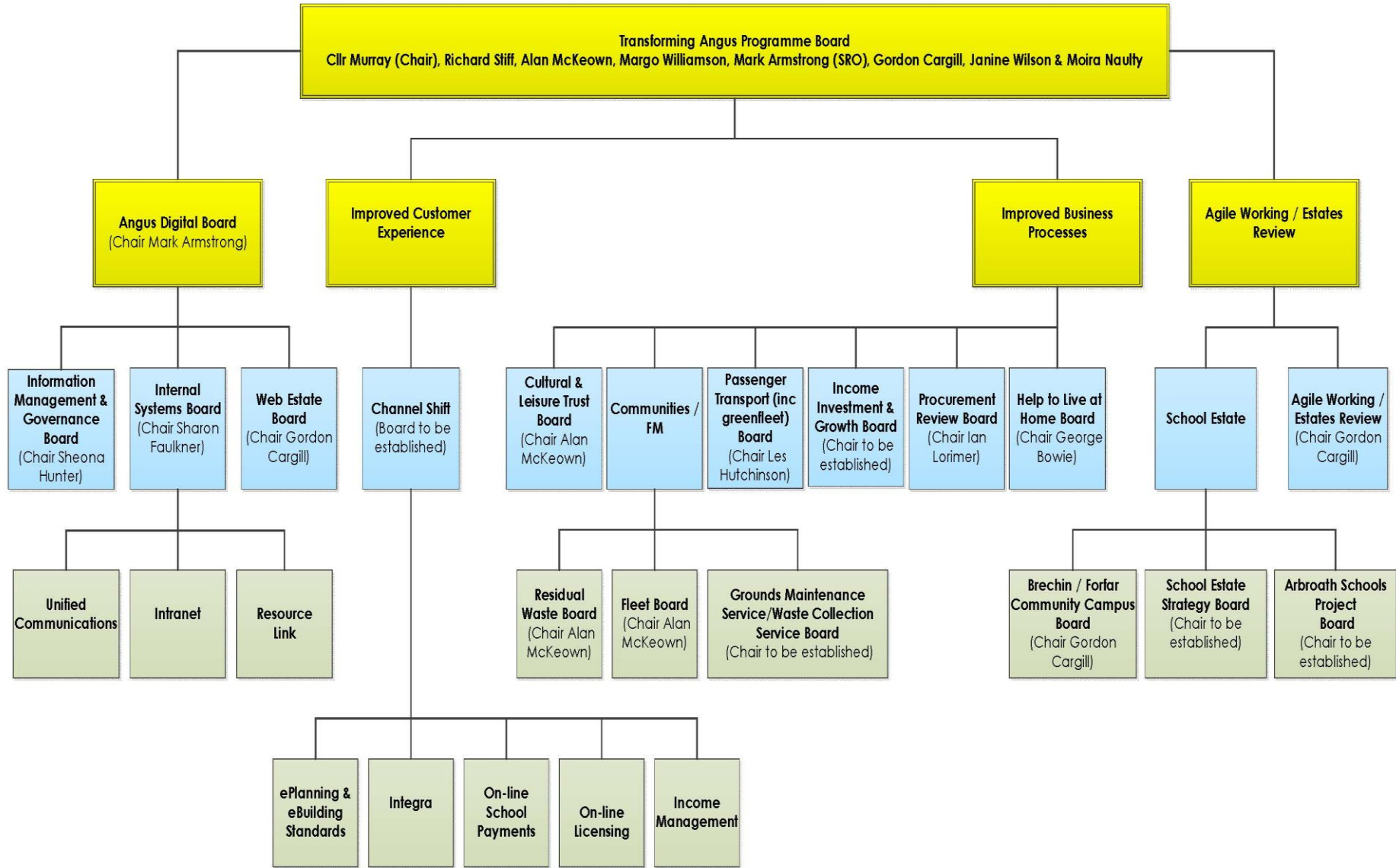
**NOTE:** No background papers as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to any material extent in preparing the above Report.

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### Transforming Angus Governance Structure V3



## TA Programme Board 'Terms of Reference'

### 1. Purpose

1.1 This paper sets out the Terms of Reference (ToR) for the Transforming Angus Programme Board, including:

- role and responsibilities of the TA Programme Board;
- role and responsibilities of the TA Programme Board members;
- meetings protocol;
- decision making authority;
- financial authority;
- reporting arrangements;
- committee reporting protocol; and
- future amendments.

### 2. Background

2.1 Internal Audit Report 14-24 Transforming Angus – Governance (December 2014) identified a number of areas for improvement to governance arrangements in relation to the Council's TA Programme, including a recommendation to formally document the Terms of Reference of the TA Programme Board.

2.2 The Council's Policy & Resources Committee has oversight of the TA Programme Board and this governance relationship sets the context for these Terms of Reference. The Policy & Resources Committee acts as the principal governing body where key policy decisions about the TA Programme are made.

2.3 The Strategic Director – Resources is the Senior Responsible Owner (SRO) for the Transforming Angus Programme, and is responsible for reporting to the Policy & Resources Committee.

### 3. Role and responsibilities of the TA Programme Board

#### 3.1 Role

3.1.1 The TA Programme Board is the governance body responsible for the management and delivery of the overall Transforming Angus programme whose role includes:

- providing strategic direction and control over operational activity;
- monitoring overall progress; and
- considering/ resolving issues that may compromise delivery and benefits realisation.

#### 3.2 Responsibilities

3.2.1 The responsibilities of the TA Programme Board include (note: Annex 1 provides definitions for the terms in ***Bold Italics***):

- Agree the ***TA Programme management framework***;
- Agree the processes contained within the ***TA Programme definition and delivery model*** and ensure that they operate effectively;
- Approve any changes to the practices within the ***TA Programme definition and delivery model***;
- Approve, monitor and scrutinise the ***TA Programme strategy*** and ***TA Programme delivery plan***;
- Receive investment appraisal and TA Programme prioritisation reports and decide on the scope and content of the TA Programme;
- Ensure that the TA Programme is suitably balanced;
- Ensure that resources are allocated appropriately;

- Ensure that the **TA Programme development pipeline** contains sufficient initiatives at the feasibility/ concept stage and that **TA Programme initiatives** progress through the pipeline at an adequate speed relative to their significance;
- Undertake regular overarching TA Programme reviews to assess progress and confirm that the overall TA Programme remains on course to deliver the desired strategic benefits and outcomes;
- Ensure that any conflicts between TA Programme delivery and Business-as-Usual activity are addressed effectively;
- Promote collaborative working across the organisation;
- Undertake periodic reviews of the effectiveness of TA Programme management and delivery within the organisation – and take appropriate action where required;
- Review recommendations from the programme and project boards and make decisions accordingly;
- Ensure that all programmes and projects comply with agreed delivery standards, e.g. use of the **TA Programme business change process**;
- Monitor delivery of the **TA Programme delivery plan** (via the **TA Programme highlight report**);
- Monitor the **TA Change Fund** against profiled budget and revised forecast outturn:
  - Ensure effective action is taken to address overspends;
  - Where underspends occur, take prompt action to consider reallocating the funds to other initiatives including those in the **TA Programme development pipeline**, subject to approval from the Council's Policy & Resources Committee;
- Review and resolve key TA Programme level issues;
- Ensure that risks and dependencies are effectively managed;
- Ensure that limited resources are managed effectively and efficiently;
- Monitor and approve changes to the benefits forecast;
- Approve communications and engagement on TA Programme progress;
- Support the Strategic Director – Resources implementing the Committee Reporting Protocol specified in these Terms of Reference;
- Where justified, make recommendations to the Council's Policy & Resources Committee for the termination of initiatives; and
- Escalate issues that can't be adequately resolved at TA Programme Board level to the Council's Policy & Resources Committee.

#### 4. Roles and responsibilities of TA Programme Board Members

4.1 The membership and roles of the TA Programme Board is as follows:

Name	Designation	TA Programme Board Role
Rob Murray	Administration Councillor	<ul style="list-style-type: none"> <li>• Chair-person to provide political leadership to the TA Programme strategy and provide the link to the Council's Administration Group</li> </ul>
TBC	Non-administration Councillor	<ul style="list-style-type: none"> <li>• To provide respectful challenge and seek assurance to the TA Programme strategy</li> </ul>
Richard Stiff	Chief Executive	<ul style="list-style-type: none"> <li>• Leader of the business change responsible for the TA Programme strategy and provides clear leadership through its life</li> </ul>
Mark Armstrong	Strategic Director - Resources	<ul style="list-style-type: none"> <li>• Senior Responsible Owner for the TA Programme</li> <li>• Director of the business change (Resources) responsible for the TA Programme strategy and provides clear direction through its life</li> </ul>
Alan McKeown	Strategic Director - Communities	<ul style="list-style-type: none"> <li>• Director of the business change (Communities) responsible for the TA Programme strategy and provides clear direction through its life</li> </ul>

Margo Williamson	Strategic Director - People	<ul style="list-style-type: none"> <li>Director of the business change (People) responsible for the TA Programme strategy and provides clear direction through its life</li> </ul>
Janine Wilson	Service Manager (Governance & Consultancy)	<ul style="list-style-type: none"> <li>To act as advisor in relation to general governance and risk matters</li> </ul>
Gordon Cargill	Service Manager (Transforming Angus)	<ul style="list-style-type: none"> <li>To coordinate the effective and efficient operation of the TA Programme practices and provide support to the Leader and Directors of business change and TA Programme Board, including ensuring that they receive the information they require to enable them to discharge their responsibilities</li> <li>Ensures that a consistent 'fit for purpose' approach to benefits management is applied across the TA Programme and that benefits realisation is optimised from the organisation's investment in change</li> </ul>
Moira Naulty	Communications Manager	<ul style="list-style-type: none"> <li>To act as advisor in relation to general communications and engagement matters</li> </ul>
EY Representative	Strategic Partner	<ul style="list-style-type: none"> <li>To provide specialist advice to support the delivery of programmes and projects</li> </ul>
Shirley Taylor	Personal Assistant	<ul style="list-style-type: none"> <li>To provide administrative support</li> </ul>

4.2 Annex 2 specifies the responsibilities associated with the roles of the TA Programme Board members.

## 5. Meeting Protocol

5.1 The TA Programme Board will meet at six weekly intervals, except where otherwise agreed by TA Programme Board members.

5.2 Papers for consideration at the TA Programme Board meetings will be issued three business days in advance of the meeting, except where there are exceptional circumstances.

5.3 If, in exceptional circumstances, urgent decisions are required between TA Programme Board meetings, it is permitted that the issue can be dealt with by e-mail correspondence.

5.4 In the absence of a TA Programme Board member, a deputy is not to be substituted. If the Chair-person is absent, they will nominate another member of the TA Programme Board to chair that particular meeting.

5.5 The business conducted at the TA Programme Board, together with decisions reached and actions required, will be recorded in minutes prepared by the PA to the TA Programme.

## 6. Decision Making Authority

6.1 Members of the TA Programme Board have the authority to act within their delegated powers in terms of their respective remits included in the Council's Financial Regulations and Standing Orders, together with approvals emanating from specific committee reports/ approvals.

6.2 Any required approvals/ decisions that fall out-with the scope of the above authority, shall be reported to the Policy & Resources Committee for consideration.

## **7. Financial Authority: TA Change Fund**

- 7.1 Governance arrangements to administer the TA Change Fund, and ensure that appropriate controls are in place, provide that:
- The Strategic Director – Resources is the designated accountable manager for the TA Change Fund;
  - The TA Programme Board are responsible for assessing proposals for funding and determining any funding allocation from the TA Change Fund<sup>3</sup>; and
  - The Service Manager (Transforming Angus) is responsible for monitoring and reporting current spend and projected spend of the TA Change Fund to, as a minimum, every second meeting of the TA Programme Board for consideration.

## **8. Reporting Protocol**

- 8.1 Reports to the TA Programme Board shall be prepared in a comprehensive manner reflecting the issue under review, including as appropriate the purpose, recommendation(s), background, current position, proposals, financial implications, conclusion, together with any other relevant information necessary for the full and proper consideration of the subject matter by members of the TA Programme Board.
- 8.2 Reports with, for example; Financial, Legal, Human Resources, etc. implications, shall be the subject of consultation with the relevant Heads of Service in advance of finalising the report, and any such consultation shall also be noted in the report. For the avoidance of doubt, the approach should follow the Council's Standing order consultation arrangements that are established for preparing and finalising committee reports.
- 8.3 In addition to these consultation arrangements, the Head of Corporate Improvement & Finance and Head of Legal & Democratic Services will receive a copy of all TA Board papers when they are issued to core Board members to assist with the discharge of their statutory responsibilities. These officers can request to attend the Board if they have specific concerns that require to be considered.

## **9. Committee Reporting Protocol**

- 9.1 TA Programme update reports will be submitted to the Policy & Resources Committee on a quarterly basis.
- 9.2 TA Programme and TA Change Fund update reports will also be submitted to the Scrutiny & Audit Committee at quarterly intervals during the course of the financial year.

## **10. Future Amendments**

- 10.1 Any amendments to these Terms of Reference for the TA Programme Board will be submitted to the Policy & Resources Committee for consideration.

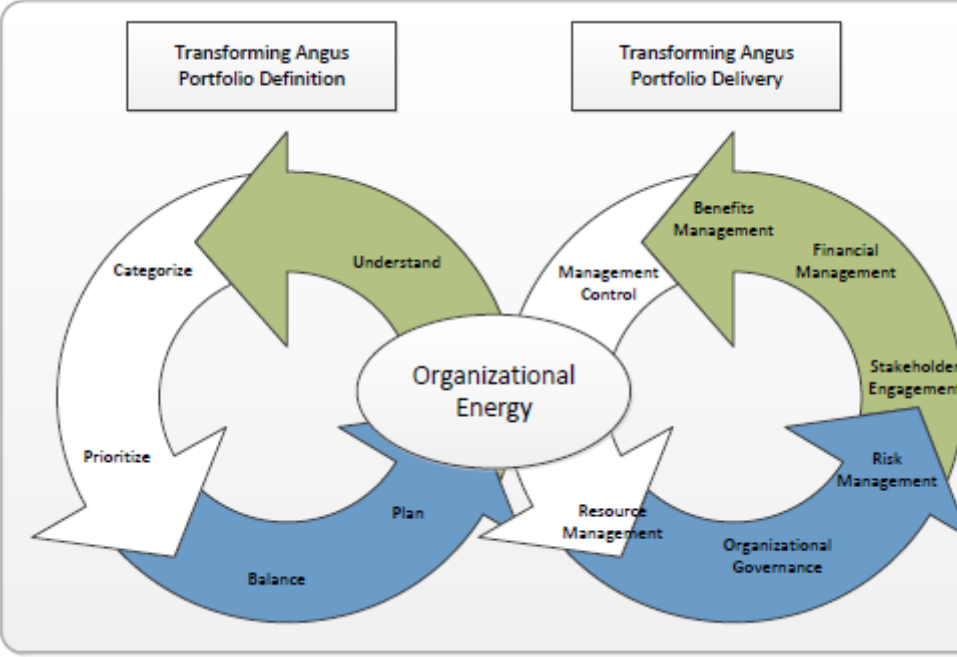
## **Declaration**

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<sup>3</sup> The Service Manager (Transforming Angus) is delegated authority from the TA Programme Board to authorise TA programme and project spend proposals up to a maximum of £5,000 per transaction. This is to ensure that bids to the TA Programme Board are of a higher value and unnecessary delays are avoided due to relatively minor funding issues. This is in addition to the delegated authority already in place for the Service Manager (Transforming Angus) to authorise payments within a contractual framework, such as EY fees. However, it also covers expenditure relating to the staff involved in the TA programmes and projects such as training and miscellaneous supplies and services, where it is not possible or appropriate to contain these within other service budgets. Specific projects using the services of EY, may also require some added flexibility to authorise variations to the original call off requirements authorised by the TA Programme Board. The Service Manager (Transforming Angus) is delegated authority to authorise any such variations up to the cumulative value of not exceeding 10% of the original call off value (or £5,000 whichever is the lower) approved by the TA Programme Board, and provided this can be contained within the agreed overall TA Change Fund.

The TA Programme Board considered these Terms of Reference (v1) at its meeting on 20 May 2015, and TA Board members have duly confirmed their commitment to this charter.

## Defined Terms

Term	Definition
TA Programme management framework	<ul style="list-style-type: none"> <li>To provide all stakeholders with a single, authoritative and up-to-date source of advice on the TA Programme management practices adopted by the organisation and its governance arrangements</li> </ul>
TA Programme definition and delivery models	<ul style="list-style-type: none"> <li>As per the following illustration:</li> </ul> 
TA Programme strategy	<ul style="list-style-type: none"> <li>To communicate a succinct description of the vision and objectives for the TA Programme – and the means by which these objectives will be achieved</li> </ul>
TA Programme delivery plan	<ul style="list-style-type: none"> <li>To provide a basis for formal senior management approval of planned initiatives and the associated resource requirements</li> <li>To provide a baseline against which progress will be monitored via the TA Programme highlight report</li> </ul>
TA Programme development pipeline	<ul style="list-style-type: none"> <li>Potential programmes and projects that have been identified but not yet progressed as TA programme initiatives</li> </ul>
TA Programme initiatives	<ul style="list-style-type: none"> <li>The organisation's collective investment in programmes and projects that contribute to the achievement of strategic objectives and business priorities</li> </ul>
TA Programme business change process	<ul style="list-style-type: none"> <li>This is the process that is agreed to control the delivery of TA programme initiatives, including gateway approvals required from the TA Programme Board</li> </ul>
TA Programme highlight report	<ul style="list-style-type: none"> <li>To provide the TA Programme governance bodies with an overview of progress against plan</li> <li>To identify areas where action is required to address issues impacting, or potentially impacting, on TA Programme delivery</li> </ul>
TA Change Fund	<ul style="list-style-type: none"> <li>The budget fund that Angus Council has agreed to allocate to support the progression of the TA Programme</li> </ul>
TA Programme benefits management framework	<ul style="list-style-type: none"> <li>To provide a framework within which consistent approaches to benefits management can be applied across the TA Programme</li> </ul>

## Responsibilities of the TA Programme Board Members

Designation	TA Programme Board Role	TA Programme Board Responsibility
Administration Councillor	<ul style="list-style-type: none"> <li>Chair-person to provide political leadership to the TA Programme strategy</li> </ul>	<ul style="list-style-type: none"> <li>Chair the meetings of the TA Programme Board</li> <li>Champion the implementation of TA Programme to the Council's political administration group</li> <li>Secure the investment to implement the TA Programme</li> <li>Provide overall leadership for the implementation and delivery of the TA Programme</li> <li>Seek relevant Policy &amp; Resources Committee approval for the TA Programme</li> </ul>
Non-administration Councillor	<ul style="list-style-type: none"> <li>To provide respectful challenge and assurance to the TA Programme strategy</li> </ul>	<ul style="list-style-type: none"> <li>Act as "critical friend" to the TA Programme Board, bringing a degree of independent challenge to support the success of the TA Programme</li> </ul>
Chief Executive	<ul style="list-style-type: none"> <li>Leader of the business change responsible for the TA Programme strategy and provides clear leadership through its life</li> </ul>	<ul style="list-style-type: none"> <li>Champion the implementation of TA Programme across the organisation</li> <li>Secure the investment to implement the TA Programme</li> <li>Provide overall leadership for the implementation and delivery of the TA Programme</li> <li>Seek relevant Policy &amp; Resources Committee approval for the TA Programme</li> <li>Promote an energised culture that is focused on collaborative working in the interests of the organisation as a whole</li> <li>Ensure that the TA Programme evolves to reflect changed strategic objectives and business priorities and that resources are reallocated where necessary</li> <li>Ensure that the TA Programme management practices are documented in a TA Programme management framework and that they are amended in the light of lessons learned</li> </ul>
Strategic Director - Resources	<ul style="list-style-type: none"> <li>Senior Responsible Owner for the TA Programme</li> <li>Director of the business change (Resources) responsible for the TA Programme strategy and provides clear direction through its life</li> </ul>	<ul style="list-style-type: none"> <li>Discharge Senior Responsible Owner duties in relation to the overall TA Programme</li> <li>Champion the implementation of TA Programme across the organisation</li> <li>Secure the investment to implement the TA Programme</li> <li>Provide overall direction (Resources) for the implementation and delivery of the TA Programme</li> <li>Seek relevant Policy &amp; Resources Committee approval for the TA Programme</li> <li>Promote an energised culture that is focused on collaborative working in the interests of the organisation as</li> </ul>



		<ul style="list-style-type: none"> <li>a whole</li> <li>• Ensure that the TA Programme evolves to reflect changed strategic objectives and business priorities and that resources are reallocated where necessary</li> <li>• Ensure that the TA Programme management practices are documented in a TA Programme management framework and that they are amended in the light of lessons learned</li> </ul>
Strategic Director - Communities	<ul style="list-style-type: none"> <li>• Director of the business change (Communities) responsible for the TA Programme strategy and provides clear direction through its life</li> </ul>	<ul style="list-style-type: none"> <li>• Champion the implementation of TA Programme across the organisation</li> <li>• Secure the investment to implement the TA Programme</li> <li>• Provide overall direction (Communities) for the implementation and delivery of the TA Programme</li> <li>• Seek relevant Policy &amp; Resources Committee approval for the TA Programme</li> <li>• Promote an energised culture that is focused on collaborative working in the interests of the organisation as a whole</li> <li>• Ensure that the TA Programme evolves to reflect changed strategic objectives and business priorities and that resources are reallocated where necessary</li> <li>• Ensure that the TA Programme management practices are documented in a TA Programme management framework and that they are amended in the light of lessons learned</li> </ul>
Strategic Director - People	<ul style="list-style-type: none"> <li>• Director of the business change (People) responsible for the TA Programme strategy and provides clear direction through its life</li> </ul>	<ul style="list-style-type: none"> <li>• Champion the implementation of TA Programme across the organisation</li> <li>• Secure the investment to implement the TA Programme</li> <li>• Provide overall direction (People) for the implementation and delivery of the TA Programme</li> <li>• Seek relevant Policy &amp; Resources Committee approval for the TA Programme</li> <li>• Promote an energised culture that is focused on collaborative working in the interests of the organisation as a whole</li> <li>• Ensure that the TA Programme evolves to reflect changed strategic objectives and business priorities and that resources are reallocated where necessary</li> <li>• Ensure that the TA Programme management practices are documented in a TA Programme management framework and that they are amended in the light of lessons learned</li> </ul>
Service Manager (Governance &	<ul style="list-style-type: none"> <li>• To act as advisor in relation to</li> </ul>	<ul style="list-style-type: none"> <li>• Act to ensure alignment of the Council's governance framework,</li> </ul>

Consultancy)	general governance and risk matters	<p>corporate risk management arrangements and the TA Programme</p> <ul style="list-style-type: none"> <li>• Act as “critical friend” to the TA Programme Board, bringing a degree of independent challenge, specialist support and organisational knowledge to support the success of the TA Programme</li> <li>• Bring expertise in Lean and Continuous Improvement to the TA Programme Board to ensure opportunities for improvements are not missed</li> </ul>
Service Manager (Transforming Angus)	<ul style="list-style-type: none"> <li>• To coordinate the effective and efficient operation of the TA Programme practices and provide support to the Leader and Directors of business change and TA Programme Board, including ensuring that they receive the information they require to enable them to discharge their responsibilities</li> <li>• Ensures that a consistent ‘fit for purpose’ approach to benefits management is applied across the TA Programme and that benefits realisation is optimised from the organisation’s investment in change</li> </ul>	<ul style="list-style-type: none"> <li>• Drafts the TA Programme strategy and TA Programme delivery plan</li> <li>• Keeps the TA Programme management framework up to date</li> <li>• Prepares the regular TA Programme highlight report for the TA Programme Board</li> <li>• Ensures that business case data (particularly costs, benefits and risks) is prepared on a consistent and reliable basis across the TA Programme</li> <li>• Coordinates TA programme prioritisation exercises and reports accordingly to the TA Programme Board</li> <li>• Ensures that dependencies are effectively managed and where required escalates issues to the TA Programme Board for resolution</li> <li>• Supports the preparation and implementation of the TA Programme stakeholder engagement and communication plan</li> <li>• Identifies constraints within the TA Programme and works to overcome them</li> <li>• Identifies improvements to the TA Programme management practices</li> <li>• Develops and maintains the organisation’s <b>TA Programme benefits management framework</b></li> <li>• Participates in investment appraisals, ensuring that business case benefits forecasts are consistent with the organisation’s benefits management framework</li> <li>• Works with the organisation’s managers to promote more effective benefits management practices</li> <li>• Maintains the overall TA Programme benefits forecast and ensures that double counting is minimized</li> <li>• Escalates any benefits-related issues to the TA Programme Board</li> <li>• Sets the standards for, and monitors, post-implementation reviews to compare benefits</li> </ul>

		<p>realised with benefits forecast and to identify lessons learned in relation to benefits management for wider dissemination</p>
Communications Manager	<ul style="list-style-type: none"> <li>To act as advisor in relation to general communications and engagement matters</li> </ul>	<ul style="list-style-type: none"> <li>Ensure a robust TA Programme stakeholder engagement and communication plan (the "TA Communications Plan") is prepared and implemented across the organisation</li> <li>Ensure the TA Communications Plan includes a description of the key stakeholder groups analysed by interest and influence</li> <li>Ensure the TA Communications Plan includes a description of the media to be used to communicate with each group</li> <li>Ensure that the TA Programme stakeholder engagement and communication plan is co-ordinated and consistently applied across the entire TA programme</li> <li>Bring expertise in stakeholder engagement and communications to the TA Programme Board to ensure opportunities are progressed appropriately</li> </ul>
Strategic Partner	<ul style="list-style-type: none"> <li>To provide specialist advice to support the delivery of programmes and projects</li> </ul>	<ul style="list-style-type: none"> <li>Provides a challenge and support role</li> <li>Provides advice to maximise benefits from TA Programme initiatives</li> <li>Provides proposals to accelerate benefits realisation to provide inflow to the TA Change Fund</li> <li>Bring support and expertise in designing, delivering and embedding successful business change programmes and projects that will enable the achievement of desired business outcomes, and generate financial savings and other business benefits</li> <li>Provide skills in facilitation, coaching, mentoring and performing the role of "critical friend"</li> <li>Provide access to appropriately skilled subject matter experts on an agreed basis in support of TA Programme initiatives</li> </ul> <p>Note: The Strategic Partner representative will be excluded from the meeting during the agenda item(s) where commercial discussions may take place that include the Strategic Partner's services</p>
Personal Assistant	<ul style="list-style-type: none"> <li>To provide administrative support</li> </ul>	<ul style="list-style-type: none"> <li>Arrange the TA Programme Board meeting times and venues</li> <li>Co-ordinate and issue the meeting papers</li> <li>Take the minute of the meetings</li> </ul>

## TA Programme Initiatives

TA Programme/ Projects	Summary of Current Position
<p><b>ANGUS DIGITAL</b></p> <ul style="list-style-type: none"> <li>• Web Estate</li> <li>• Internal Systems</li> <li>• Corporate Systems</li> <li>• Information Management &amp; Governance</li> </ul>	<p><a href="#">Angus Digital Strategy &amp; Roadmap</a> approved by P &amp; R Committee on 28 April 2015.</p> <p>Online Services Audit report and action plan finalised.</p> <hr/> <p>The Angus Ahead content now focuses on a 'visit' message and the domain name will change to <a href="http://www.visitangus.com">www.visitangus.com</a>.</p> <p>Content migration for the <a href="http://angus.gov">angus.gov</a> site is near completion. The project work with Jadu to develop the transactional functionality is complete. The implementation of online services is to be progressed through the channel shift programme. The web estate work has moved from project phase to operational 'business-as-usual'.</p> <hr/> <p>Internal Systems Board established to take this work forward.</p> <p>Workshops arranged to develop the vision for the intranet and agree an overall strategy going forward, including key priority areas and deliverables.</p> <p>Unified communications productivity tools to be implemented to support new ways of working and include video/ voice conferencing and instant messaging.</p> <p>Ongoing development of ResourceLink to provide a number of self-service/ online options.</p> <hr/> <p>Online licensing, online school payments and eDevelopment.scot (eplanning and ebuilding standards) are part of the National ICT Strategy developments. Project Team established to take forward the eDevelopment.scot development.</p> <p>The governance of these projects together with the Income Management project will move to the channel shift programme.</p> <hr/> <p>Suppliers' event held to explore records management software and Angus Council hosted a Records Management Workshop for Public Records Scotland.</p>
<p><b>IMPROVED CUSTOMER EXPERIENCE</b></p> <p><b>Channel Shift</b></p> <ul style="list-style-type: none"> <li>• Develop Outline Business Case</li> </ul>	<p>For the Improved Customer Experience programme, it was agreed to develop a channel strategy for customer service. Following on from the web estate developments this will include the implementation of online services and corporate systems board projects.</p> <p>A project brief will be developed to outline the need for the project and its expected benefits before proceeding to the stage of creating a business case.</p>

<p><b>IMPROVED BUSINESS PROCESS</b></p> <p><b>Cultural/ Leisure ALEO</b></p> <ul style="list-style-type: none"> <li>• Develop Outline Business Case</li>   <li>• Phase 2 Development</li> </ul>	<p>Project complete.</p> <hr/> <p>On 11 December the council agreed the Outline Business Case for the creation of a charitable trust wholly owned by the council, as an alternative and preferred model for the delivery of our services. The Strategic Director - Communities was asked to develop a Full Business Case and bring a further report back to council for approval.</p> <p>On 12 February a report setting out the work streams required and the project implementation plan for the establishment of a culture and leisure charitable trust was approved by the council.</p> <p>1 December 2015 is the target date agreed by the council for the transfer of all employees and functions to the new Angus Culture and Leisure Trust.</p> <p>There are 13 workstreams operating within the project team as follows:</p> <ul style="list-style-type: none"> <li>• Governance, Monitoring &amp; Compliance</li> <li>• Interim (Shadow/transition) Staffing</li> <li>• Company and OSCR Issues</li> <li>• Educational Provision and Partnership</li> <li>• TUPE/Pension</li> <li>• Property Issues &amp; Common Good</li> <li>• Service Level Agreements</li> <li>• .Procurement</li> <li>• NDR &amp; VAT</li> <li>• Costing</li> <li>• Marketing and Communications (New Body)</li> <li>• Project Communications &amp; Engagement</li> <li>• Asset Group</li> </ul> <p>A shadow board has been established. The members of the shadow board are councillors Colin Brown, Bill Duff, David Fairweather and Jeanette Gaul, the chair of the project board Alan McKeown and project manager Alastair Wilson.</p> <p>The role of the shadow board is to oversee the establishment and development of ANGUSalve (ANGUSalve), provide advice, direction and approval of the key work elements, service specifications, facilities and assets to be transferred. The board will shape and recruit the permanent ANGUSalve Board and consider the recruitment process for the chief officer and the senior management structure of the new trust.</p> <p>The shadow board will remain in existence until the members of the trust board are recruited. The new board is expected to be in place for September/ October 2015.</p> <p>The skills matrix and job outline for the external independent board members and the job outline and person specification for the trust's Chief Officer will be presented to the Shadow Board 6 May 2015. It is anticipated that these appointments will be in place by September/ October 2015.</p>
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	<p>The Shadow Board made its decision on the name for the Trust – ANGUSalive at their meeting on 8 April 2015.</p> <p>The Employee Forum is established and is attended by a volunteer employee member from each of Services to Communities eleven areas.</p> <p>Informal discussion arrangements are in place for “drop-in” sessions which take place across a number of facilities throughout Angus. These sessions are attended by Alan McKeown, Strategic Director – Communities and Alastair Wilson, (Interim) Head of Services to Communities and may also include members of the Shadow Board and/or Trade Union representatives.</p>
<p><b>Procurement Review</b></p> <ul style="list-style-type: none"> <li>• Strategic Sourcing</li> </ul>	<p>Project launched in May following backfilling of a temporary Corporate Procurement Team post to release Corporate Procurement Manager time to support management of the project.</p> <p>Project Plan to be finalised but provisional timescales are as follows:</p> <ul style="list-style-type: none"> <li>• The FBC phase of the project will be completed within 6 months of project start; Target completion – end November 2015</li> <li>• The implementation phase will be completed within 16 months of start of that phase; Target completion – end March 2017</li> </ul>
<ul style="list-style-type: none"> <li>• Purchase to Pay</li> </ul>	<p>This project is to be progressed in parallel to the Strategic Sourcing project.</p> <p>Project Plan to be finalised but provisional timescales are as follows:</p> <ul style="list-style-type: none"> <li>• The FBC phase of the project will be completed within 6 months of project start; Target completion – end November 2015</li> <li>• The implementation phase will be completed within 8 months of start of that phase; Target completion – end July 2016</li> </ul>
<p><b>Communities/ FM Services</b></p> <ul style="list-style-type: none"> <li>• Fleet Services</li> <li>• Residual Waste</li> <li>• Grounds Maintenance Service</li> <li>• Waste Collection Service</li> <li>• Janitorial and SCP Service</li> </ul>	<p>The tender documents have been issued for both the new vehicle workshop at ACROP, Arbroath and associated joint recycling facility in Cairnie, Arbroath. The expected completion date of the vehicle workshop is now March 2016. Significant implementation work is also continuing with the new fleet management system.</p> <p>The Invitation to Participate in Dialogue (ITPD) documents have been issued to the four down selected bidders. The initial rounds of dialogue between the shortlisted bidders and the project leads are now underway as part of the next stage of the procurement process.</p> <p>Project not yet progressed.</p> <p>Project not yet progressed.</p> <p>Project complete (service has transferred to Tayside Contracts).</p>
<p><b>Help to Live at Home</b></p>	<p>The project has been progressed with detailed analysis of current service delivery arrangements and associated costs</p>

	relating to the in-scope project aspects of adult care services. Workshops have explored key issues which have been reviewed and compiled into the Outline Business Case.
<b>Passenger Transport (including green fleet)</b>	The project has progressed with data capture providing detailed information in relation to public transport, school transport and financial information for social care and community transport. Workshops have explored options which have been reviewed and compiled into the Outline Business Case which is to include consideration of deliverability and risk.
<b>Income Investment &amp; Growth</b>	Project in development.
<b>AGILE WORKING/ ESTATES REVIEW</b>	
<ul style="list-style-type: none"> <li>Agile Working Strategy</li> </ul>	The evolving strategy of Report 48/15 is being supported with workshops and engagements with senior management and is being facilitated by Scottish Futures Trust and Space Strategies. This includes a demand exercise conducted by Space Strategies and a visioning part conducted by Scottish Futures Trust. This first phase of engagement is due to be completed at the Leadership forum on 19 June 2015.
<ul style="list-style-type: none"> <li>Agile Working Implementation</li> </ul>	The 230 staff in scope for the pathfinder groups is at a well-developed stage with floor plate designs and tendering underway for furniture etc. This is likely to commence mid-June/ early July with a phased implementation over a relatively short timeframe. The lessons learned from the pathfinders plus the Business Case (output from the Estates Review see below) will inform the rollout of agile working across the council's property estate.
<ul style="list-style-type: none"> <li>Estates Review</li> </ul>	An engagement with hub East Central Scotland is underway and a Business Case is to be developed for this project concluding end July 2015.
<ul style="list-style-type: none"> <li>Estates Review Rationalisation</li> </ul>	Not yet started as this project follows on from the Estates Review above.
<b>School Estate</b>	
<ul style="list-style-type: none"> <li>Arbroath Schools Project</li> </ul>	Works have progressed on site to both Timmergreens and Warddykes through an advanced works contract. Revised tenders from alternative contractor awaited, however emerging concerns over likely cost increase.
<ul style="list-style-type: none"> <li>Brechin Community Campus Project</li> </ul>	Phase 1 involving the construction of the new community campus continues to progress on site towards completion in February 2016.
<ul style="list-style-type: none"> <li>Forfar Community Campus Project</li> </ul>	Financial Close progressing. Works continue to progress on site through advanced works contract prior to Financial Close. Revised completion date for phase 1 now indicated as February 2017.
<ul style="list-style-type: none"> <li>School Estate Review</li> </ul>	Project not yet progressed.

TA CHANGE FUND UPDATE							APPENDIX 4	
Budget / Spend Projections £000	14/15		15/16		16/17		Total	
	BGT	PROJ	BGT	PROJ	BGT	PROJ	BGT	PROJ
<b>Staff Costs</b>								
Budget	208		191				399	0
Summary Projected		187		256		250		693
Training	10	0	10	10		10	20	20
Other Staff Costs	18	17	1	155		158	19	330
							0	0
<b>Staff Costs - Total</b>	<b>236</b>	<b>204</b>	<b>202</b>	<b>421</b>	<b>0</b>	<b>418</b>	<b>438</b>	<b>1,043</b>
<b>Property Costs</b>								
Build Improvements	5	0	5				10	0
Misc Property Costs	100	0	100	200	0	0	200	200
							0	0
<b>Property Costs - Total</b>	<b>105</b>	<b>0</b>	<b>105</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>210</b>	<b>200</b>
<b>Transport Costs</b>								
Rail Transport	3		3	3		3	6	6
Car Allowance	3	1	3	3		3	6	7
Lease Car charges	2	1					2	1
<b>Transport Costs - Total</b>	<b>8</b>	<b>2</b>	<b>6</b>	<b>6</b>	<b>0</b>	<b>6</b>	<b>14</b>	<b>14</b>
<b>Supplies and Services</b>								
Office Equip/Furniture	10	13	10				20	13
Computer Hardware/Cons/Maint	11	3	11				22	3
Office Stat/Printing/Pcopying etc	3	0	3	3		3	6	6
Staff Subsistence	2	1	2	2		2	4	5
Consultancy Payments	200	202	200	90	0	0	400	292
Misc S&S	346	1	365	40	0	0	711	41
<b>Supplies and Services - Total</b>	<b>572</b>	<b>220</b>	<b>591</b>	<b>135</b>	<b>0</b>	<b>5</b>	<b>1,163</b>	<b>360</b>
<b>Total Expenditure</b>	<b>921</b>	<b>426</b>	<b>904</b>	<b>762</b>	<b>0</b>	<b>429</b>	<b>1,825</b>	<b>1,617</b>
<b>Opening Fund Balance</b>							<b>1,393</b>	
						<b>Total Fund</b>	<b>3,218</b>	
						<b>Less 3 Year Projected Spend</b>	<b>(1,617)</b>	
						<b>Remaining Fund Balance</b>	<b>1,601</b>	