

Scrutiny Reviews Action Plan Update

Customer Care (2015/16)

Rec. No.	Recommendation	Responsible Officers	Action as recorded in Covalent	Agreed Completion Date	Update
3.	Investigate if Accessline hours could be extended and/or Accessline made agile. (report section 3.5)	<u>Assigned to</u> CF/CG <u>Managed by</u> SD Communities	We will scope out the feasibility of Accessline moving to an agile environment and develop an action plan to deliver that within 18 months if it is feasible and ensure this is embedded within the Channel Shift and Digital agendas. CCSR_0008	30 November 2017	Due date not yet reached

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5.	<p>It was agreed that customer care standards need to be more widely publicised both internally to staff and externally to the public.</p> <p>It appears that there is an opportunity for a Customer Services Strategy refresh and this is something that the Council Management Team are recommended to consider.</p> <p>(report section 3.9)</p>	<p><u>Assigned to</u> CF/CG</p> <p><u>Managed by</u> SD Communities</p>	<p>We will review the Customer Care Strategy ensuring a corporate wide approach is delivered to ensure consistency of customer service across the council where appropriate and make this part of the Channel Shift programme CCSR_0007</p>	31 May 2018	Due date not yet reached

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7.	<p>The panel recommend that more use is made of the Citizens Panel to determine public views on customer care within the council. Relevant questions could be included in the survey later this year.</p> <p>(report section 3.10)</p>	<p><u>Assigned to</u> RG</p> <p><u>Managed by</u> AM</p>	<p>We will review how the Citizens Panel can be used to effectively secure public views on customer care.</p> <p>CCSR_0005</p>	30 Sept 2016	<p>Completion date revised to October 2017 to align with dates for 2017 Citizens Panels.</p> <p>Revised due date not reached</p>
1.	<p>Job Outlines should have customer care skills highlighted where appropriate.</p> <p>(report section 3.9)</p>	<p><u>Assigned to</u> CEO/SDs/HR</p> <p><u>Managed by</u> CEO</p>	<p>We will review relevant job outlines in concert with HR, ensuring the right skills are sought in appropriate circumstances, mindful of current grading across the organisation. We will discuss this with Trade Unions</p> <p>CCSR_0006</p>	31 May 2017	<p>Covalent July 2017: Whilst the majority of outlines have been updated, this will continue indefinitely, as and when required.</p> <p>Completed</p>

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2.	<p>Managers from all services to ensure that all staff complete the mandatory e-learning on Customer Care and monitoring takes place.</p> <p>(report section 3.2)</p>	<p><u>Assigned to</u> CEO/SDs/HR</p> <p><u>Managed by</u> CEO</p>	<p>We will ensure that all staff complete e-learning for customer care.</p> <p>CCSR_0004</p>	31 May 2017	<p>Covalent July 2017: Customer Care forms part of the corporate induction which all staff complete. Reports on all training completed are issued to services. Customer care e-learning course is currently being updated and will be relaunched in October 2017. All staff will be required to complete this updated learning.</p> <p>Completed</p>
4.	<p>The panel is supportive of DELTA LEAN, recommending that DELTA:</p> <ul style="list-style-type: none"> • is better resourced, with a full time member of staff supporting the Service Manager. • is better communicated taking account of the benefits. <p>(report section 3.7)</p>	<p><u>Assigned to</u> SD Resources</p> <p><u>Managed by</u> <u>CEO</u></p>	<p>We will consider part one of this recommendation in the context of council wide arrangements for performance improvement and delivering transformational change.</p> <p>CCSR_0001</p> <p>We will communicate DELTA LEAN as part of our corporate approach to performance improvement and delivering transformational change.</p> <p>CCSR_0003</p>	31 March 2017	<p>Covalent April 2017: DELTA Lean is now an integral part of our transformational change agenda with specific application in both Agile and Service Redesign.</p> <p>Completed</p>

Rec. No.	Recommendation	Responsible Officers	Action as recorded in Covalent	Agreed Completion Date	Update
6.	<p>The council currently monitor all complaints and improvements are sought where required. Six monthly reporting to the Scrutiny & Audit Committee is recommended as a minimum.</p> <p>(report section 3.10)</p>	<p><u>Assigned to</u> EW</p> <p><u>Managed by</u> CEO</p>	<p>We will seek Improvements to the complaints and compliments process as appropriate ensuring feedback is targeted at improving customer service.</p> <p>CCSR_0009</p>	31 May 2017	<p>Covalent July 2017: Monthly monitoring is in place - a learning from complaints form completed monthly. Feedback from complainers is still very minimal but this is expected. Directorates record compliments and are asked to provide yearly for the annual report. This practice will continue.</p> <p>Completed</p>

Economic Development and Links to Planning (2015/16)

All recommendations completed

	ACTION	LEAD	WHEN	Update
	PROCEDURES			
1.	We will prepare a briefing note detailing sources of available Development Land and the status and details of land from each source.	Planning: Kate Cowey	End February 2016	Completed R306/16
2.	We will improve data gathering on trends and demand and forecast to feed in to future Local Plan development and meet to discuss at least annually	Ec Dev: Mark McGee	End February 2016	Completed R34/17
3.	We will prepare a briefing note on pre-application/enquiry process	Planning: Alan Hunter	End February 2016	Completed R34/17
4.	We will review and revise current information sharing on pre applications and planning application consultations so as to be more frequent, consistent and effective	Ec Dev: Mark McGee	End February 2016	Completed R34/17

	ACTION	LEAD	WHEN	Update
5.	We will explore best practice in other local authority areas	Planning: Iain Mitchell	End March 2016	Completed R34/17
	COMMUNICATION and AWARENESS			
6.	We will establish a regular programme of staff briefings to share information and updates.	Ec Dev: Fiona Cameron	End February 2016	Completed R34/17
7.	We will establish a Yammer group online to share knowledge, new policy and developments and encourage dialogue	Ec Dev: Fiona Cameron	End February 2016	Completed R306/16
8.	We will investigate customer service training for all staff	Ec Dev: Alison Smith	End March 2016	July 2017: All staff will be required to complete the updated customer care e-learning course due to be launched in October 2017. (see Customer Care Scrutiny Review, Rec 2) Completed
9.	We will develop Invest in Angus campaign as part of wider Business Angus message reinforcing message that Angus is "Open for Business"	Ec Dev: Business Angus	End May 2016	Completed R34/17

Management Restructure and Transforming Angus (2014/15)

	Recommendation	Resp Person	EMT comment	Completion date	Update
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)	<p>Agreed, objective and subjective and qualitative and quantitative measures. It should also cover customer views where necessary and appropriate.</p> <p>The first iteration of this improvement will be completed by the stated date. However, subsequent further improvement is envisaged beyond this date.</p> <p>TASR_0005: we will establish focussed and clear outcomes and benefits for the TA programme.</p> <p>TASR_0006: We will develop a concise dashboard-type format to report TA progress & benefits to Policy & Resources and Scrutiny & Audit on a quarterly basis.</p>	December 2015	<p>TASR_0005 July 2017: this work is being progressed as part of the new change programme and will form part of a report to Council after the 2017 summer recess. 95% completed.</p> <p>TASR_0006 completed (R34/17)</p>

	Recommendation	Resp Person	EMT comment	Completion date	Update
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	It is recommended that this assessment is undertaken as part of the 2017 staff satisfaction survey to avoid duplication of effort. TASR_0002	Dec 2017	Due date not yet reached
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	Extent of LG grades to be included in the assessment needs definition. 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. TASR_0001	31 Oct 2015	Completed R34/17

	Recommendation	Resp Person	EMT comment	Completion date	Update
3/6/7	<p>The Panel recommend that the work around development/improvement of the performance management system (CRR ref CORR0004.1), due to complete at the end of June 2015,) be built on to include and report on:-</p> <p>measures of effective services</p> <p>cost reduction</p> <p>improved quality of management.</p> <p>Achievement and progress against TA objectives (11 priority areas), tracking delivery and savings</p>	Head of CI&F	<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. TASR_0003</p>	April 2016	Completed R34/17
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)	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	April 2017	Covalent July 2017: this work was completed as part of the internal audit report to S&A committee June 2017. Completed

	Recommendation	Resp Person	EMT comment	Completion date	Update
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	The planned development of PBB aims to address this recommendation as detailed in Council reports 196/15 and 240/15. RDIP_0093	April 2016	Completed R34/17
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	The EMT will consider a cultural/audit review and how this could best be delivered TASR_0007	October 2015	Completed R34/17

	Recommendation	Resp Person	EMT comment	Completion date	Update
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	This is being addressed through the development of the council's intranet and the TA communication and engagement work. TASR_0008	December 2015	Covalent July 2017: Change programme weekly updated through mini matters and dedicated communications. Completed
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	This is being addressed through the development of the council's intranet and the TA communication and engagement work. TASR_0009	October 2015	Completed R34/17

	Recommendation	Resp Person	EMT comment	Completion date	Update
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)	This links to recommendation 5 and overall change programme benefits realisation. TASR_0010	December 2015	Covalent May 2017: The performance framework has been agreed between the Council and EY and being utilised to monitor performance. Completed
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	TASR_0011	30 Sept 2015	Completed R159/16

Improving Partnership Working (2014/15)

All recommendations completed

<u>Rec No</u>	<u>Action</u>	<u>Responsible Officer</u>	<u>Comments</u>	<u>Agreed Completion Date</u>	
1.	Review the existing partnership definition, within the constraints of statutory requirements, to determine if its focus can be expanded to allow further types of arrangements to fall within its scope	Janine Wilson For CGOG		30th November 2015	Completed R159/16
2.	Review the existing partnership governance standard to ensure their continuing relevance and whether any further guidance is needed	Janine Wilson For CGOG		30th November 2015	Completed R159/16
3.	Bring the reviewed partnership definition and governance framework to the attention of both officer and member groups, to promote understanding of the benefits offered by partnership working, particularly in relation to any transformational change activity across the Council.	Janine Wilson For CGOG		30th December 2015	Completed R159/16

<u>Rec No</u>	<u>Action</u>	<u>Responsible Officer</u>	<u>Comments</u>	<u>Agreed Completion Date</u>	
4.	Publicise and continue to promote the success of partnership working including West Links, Arbroath (and all future successes), both within the officer/ member group but also with external partners and the wider public in Angus.	Moira Naulty		31 August 2015	Completed R159/16
5.	Use the promotion of these successes as an opportunity to share good practice and identify future opportunities.	Moira Naulty		31 August 2015	Completed R159/16

Quality and Best Value in Roads Network, Maintenance and Repairs (2013/14)

All recommendations completed

<u>Rec No</u>	<u>Action</u>	<u>Responsible Officer</u>	<u>Comments</u>	<u>Agreed Completion Date</u>	<u>Update</u>
1.	Review the classification of roads in terms of the roads hierarchy, pothole repair priorities and the inspection regime for roads to reflect the usage of the roads	Roads Maintenance Manager	The last review in 2010 reduced the service standard for the lowest road hierarchy. This will be revisited across the 1800km network and extended as appropriate with due reference to the Code of Practice. Any policy changes will be reported to Committee with full examination of risk and savings. This will include links to Recommendation 2.	Sept 2015	Completed R34/17
2.	Consider methods for diverting heavy traffic off certain roads by prohibiting traffic or promoting weight limit restrictions	Roads Maintenance Manager	The Roads Maintenance Manager will liaise with the Traffic Manager and local members regarding potential prohibiting use of selected road by HGVs and thereafter we will undertake consultation with the Police, Freight Transport Association and wider public. The methodology will be considered across the network.	Sept 2015	Completed R159/16
3.	Introduce a system whereby all council employees using Council vehicles can report road defects	Head of Technical & Property Services	The recommendations within this report were shared in a presentation to Council Management Team in July 2014 with emphasis on this recommendation to be cascaded to all staff. In addition the development of our website and Apps will enable defects to be reported more easily. Information will be developed for drivers of council vehicles asking for their support in reporting defects.	October 2014	Completed R159/16

<u>Rec No</u>	<u>Action</u>	<u>Responsible Officer</u>	<u>Comments</u>	<u>Agreed Completion Date</u>	<u>Update</u>
4.	Publicise the work currently done in respect of pothole repairs and road maintenance by positively advising members of the public of the council's strategies and budgets.	Service Manager	Information on the council's service standards, repair information and strategies will be publicised through the website and in hardcopy for customers contacting us/visiting council offices. In addition we will develop a performance reporting system for the number of potholes and the % which are repaired within our service standard.	December 2014	Completed R34/17
5.	Review the Roads Asset Management Plan to include details of road construction and other relevant roads features	Roads Maintenance Manager	We will continue to develop the RAMP with assistance from the consultants leading the national project including capture of institutional knowledge such as construction information which will be stored using GIS where appropriate.	December 2015	Completed R34/17
6.	Review how the balance of spending could be moved from reactive maintenance to preventative maintenance (including surface dressing) and the financial and risk implications in doing so.	Service Manager	Utilising the RAMP we will look to continue maximise the preventative maintenance whilst complying with road user safety needs including taking recognisance of the potential in Recommendations 1 & 2.	Sept 2015	Completed R319/15
7.	Review processes in carrying out repairs and consider more targeted and long term solutions with a view to increasing spend on preventative maintenance and larger areas of patching.	Roads Maintenance Manager	We will reconsider the current success of larger patching areas annually and balance reactive and preventative maintenance as far as practically possible.	March 2015	Completed R319/15

<u>Rec No</u>	<u>Action</u>	<u>Responsible Officer</u>	<u>Comments</u>	<u>Agreed Completion Date</u>	<u>Update</u>
8.	Ensure that drainage issues are taken into account in planning maintenance and surfacing repairs to ensure underlying problems are alleviated where possible.	Roads Maintenance Manager	We will continue to undertake drainage works where appropriate as independent schemes or as part of roads maintenance projects. We will prioritise and programme drainage improvements where these will reduce reactive maintenance. We will work with landowners to reduce drainage problems where practically possible.	April 2015	Completed R319/15
9.	Ensure that the allowed percentage of utilities reinstatements are inspected and that utilities companies are pursued in respect of reinstatements which are not carried out to a satisfactory standard.	Roads Maintenance Manager	We will monitor our inspection % to ensure we undertake the 10% of inspections which can be recharged, and undertake other inspections as necessary where problems are experienced. We will continue to take part in (and for 2015 lead) the national coring programme. We will report and pursue defective reinstatements by utility companies and report their performance.	Annually	Completed R319/15
10.	Continue to support the work of the Scottish Road Works Commissioner in its consultation on utilities reinstatement.	Roads Maintenance Manager	Through our representation at national and regional liaison meetings we will continue to contribute and support the work of the SRWC including representation on working groups as resources permit.	As appropriate	Completed R319/15

Progress Towards Zero Waste (2013/14)

All recommendations completed

Rec No	Action	Responsible Officer	Comments	Agreed Completion Date	Update
1	Progress against recycling targets will need to be monitored regularly by management and reported at least twice per year to concurrently to the Communities and Scrutiny and Audit committees.	G Dailly	Information submitted would be provisional and subject to SEPA verification (SEPA verify data months after submission). Members should therefore be aware that reported figures may be subject to some minor variation.	31/12/14	Completed R159/16
2	Following the completion of the roll-out of kerbside recycling, a cost efficiency exercise should be completed. This exercise should address the cost of collection compared to the income generated from selling material for recycling and the cost avoidance related to the reduced use of landfill. The report from this exercise should be submitted to the Communities and Scrutiny and Audit Committees.	G Dailly	Sufficient time will be required for the new recycling service to bed in before costs and performance can be accurately evaluated. This is to avoid any spikes experienced following implementation of the service. Members should note the cost per tonne of recycling is also subject to regular and often sudden change due to external market conditions. For this reason direct like for like comparisons may be difficult to achieve with any certainty.	30/06/15	Completed R319/15

Rec No	Action	Responsible Officer	Comments	Agreed Completion Date	Update
3	<p>A service review of recycling centres should be undertaken.</p> <p>This review should be timed to allow the kerbside roll-out to be completed and embedded. It should consider the need for the current number of recycling centres; assess the fitness for purpose of each centre; look at options for extending the range of materials that can be recycled at the centres; and highlight investment needed to create an appropriate number of centres to complement the kerbside recycling service.</p> <p>The report from this service review should be submitted to the Communities and Scrutiny and Audit Committees.</p>	G Dailly	<p>Angus currently enjoys a Burgh by Burgh provision. As budget positions evolve the outcome of recycling will remain a key objective, but the means of achieving that may have to be varied. Members are asked to note this review will be taken on an Angus wide level and the options for a more regional approach will also be explored. Finally Members are ask to note that waste management budgets are subject to the same scrutiny as all other budgets and it is expected that budget reductions will be unavoidable in this area as in others.</p>	31/03/15	<p>Completed</p> <p>R159/16</p>

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4	An overall strategy for waste management and recycling should be prepared, which can be updated as regulations change.	G Dailly	Members can see the current strategy in action through the roll out of the new kerbside collection system. A more targeted strategy will be developed in 2015 and will be informed by the results of the current roll out of the new system.	30/06/15	Completed R34/17
5	Recycling levels should be monitored by route to indicate effectiveness and identify any variances that arise.	S Austin	Agreed but we will also in time extend this to trends and monitor those by recycle type.	31/12/14	Completed R319/15
6	Observations made by citizens about kerbside collection arrangements should be monitored and included in performance reports presented to Communities and Scrutiny and Audit committees.	S Austin	Attitudes survey to be undertaken and results to be incorporated into relevant reports	30/06/15	Completed R159/16

Rec No	Action	Responsible Officer	Comments	Agreed Completion Date	Update
7	An ongoing communications and media plan should be developed to highlight the arrangements for, and benefits of, recycling. It is recommended that this includes factors that will resonate with citizens. – e.g. the cost of landfill, the cumulative impact of recycling to date. There needs to be a particular emphasis on food waste, as the pilot study discovered a reluctance to use this facility. It is further recommended that this aspect be addressed by the Pride in Place MOG.	S Austin	Communication plan to be developed for post roll-out communications	31/03/15	Completed R159/16
8	Management should consider and address the operational matters raised by frontline staff.	G Dailly	Staff forums to be established at all depots where frontline staff can raise matters with management	31/12/14	Completed R319/15
9	A mechanism should be established to enable frontline staff to submit suggested improvements to encourage higher levels of recycling.	G Dailly	Staff forums to be established at all depots where frontline staff can put forward suggestions direct to management	31/12/14	Completed R319/15