Scrutiny Panel Reviews – Update on outstanding actions

Scrutiny Review Recommendation	Responsible Officer / Agreed completion date	Comments	Previous Update	Update December 2016
Progress Towards Zero Waste, Rec 4 An overall strategy for waste management and recycling should be prepared, which can be updated as regulations change.	**G Dailly** **30/6/15** **Revised to 31/12/16**	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.	**Report 159/16** The development of a waste management strategy/plan has been delayed due to the need to evaluate the implications of a major change to national policy. The Scottish Government has agreed a Household Recycling Charter and associated Code of Practice (CoP). All local authorities have been asked to voluntarily sign up to the charter, which would mean a requirement to align services and policies to what has been included in the Charter and CoP. A strategy will be developed further once implications of the Charter and CoP have been fully considered.	The Communities Directorate Improvement Plan (DIP) includes the following action (Covalent Ref: CDIP_0029): "We will publish a waste management strategy for Angus that sets out the long term direction for waste collection and disposal in Angus." The DIP action has a completion date of 31 March 2017. **Further monitoring will be through the DIP and this Scrutiny Review action is now completed.**

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Roads Maintenance Rec 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** **Sept 2015**	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.	**R159/16** **Code of Practice update delayed to late 2016.** **Revised completion date 31 December 2016 (dependent on publication of the Code of Practice)**	The Code has now been reviewed and was published in October 2016. This is risk based. We are now to assess our current policy against the new Code. There is a desire within SCOTS to harmonise inspection regimes as much as possible and we are keen to benefit from this work and will report to Committee any changes recommended. **This recommendation is now completed, although review work will be ongoing.**
Roads Maintenance Rec 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** **Dec 2014**	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.	**R159/16** Publicity scripted and is to be added to website once finalised In progress Revised completion date 30 April 2016	Members of the public can report road or pavement damage, such as potholes, online, or by calling ACCESSLine. The website page includes a summary of the council's priorities for inspecting and repairing damage. **This action is now completed**

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Roads Maintenance Rec 5 Review the Roads Asset Management Plan to include details of road construction and other relevant roads features	**Roads Maintenance Manager** **Dec 2015**	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.	**R159/16** The 2016/17 budget position will be reviewed and the balance of funding will be adjusted accordingly. Revised completion date 30 April 2016	The RAMP continues to be updated in terms of the assets and the condition thereof. **This recommendation is now completed, work to review and update the RAMP will be ongoing.**
TA / Management Restructure Rec 1 The panel recommends that a full assessment be conducted to confirm the final costs and savings that have been made in the restructure, by directorate. This should include an assessment across the Chief Officer, Senior, Professional and Manager grades.	**Head of CI&F** **31 October 2015**	**Covalent TASR_0001** We will conduct a full assessment, by Directorate, to confirm the final costs and savings that have been made in the management restructure.	**R159/16** It was not possible to complete this action by the original target date due to significant other demands on finance team resources and staff vacancies. This action will be completed by the due date using 2015/16 staffing budgets. **Covalent June 2016** This task can only be completed for Chief Officer graded posts on a before and after basis. Impacts at LGE grade cannot be assessed as records of those former structures are not held electronically and are not held in paper form by HR colleagues.	**This recommendation has been closed.** A further review of the management structure will be undertaken in 2017. Officers will ensure that there are clear arrangements in place to measure the costs and savings associated with any resulting restructure.

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TA / Management Restructure Rec 2 The Panel recommend the assessment of quality of management be revisited in 18 months to 2 years time which would give time for the middle management leadership programme to bed in and recommend views be sought from a comparable survey on a full diagonal slice of the organisation	**Head of Organisational Change** **Dec 2017**	**Covalent TASR_0002** We will include an assessment of the quality of management and leadership when designing the 2017 staff satisfaction survey		**Due date not yet reached**
TA / Management Restructure Rec 3, 6, 7 The Panel recommend that the work around development/improvement of the performance management system (CRR ref CORRR0004.1), due to complete at the end of June 2015,) be built on to include and report on:- • measures of effective services • cost reduction • improved quality of management. • Achievement and progress against TA objectives (11 priority areas), tracking delivery and savings	**Head of CI&F** **April 2016**	**Covalent TASR_0003** We will develop and improve the performance management system to include and report on measures of effective services, achievement & progress against TA objectives.	**R159/16** Changes/improvements to performance reporting on the TA programme and benefits realisation have been made and are being implemented. Baseline information is now in the Covalent system and an officer within the TA Programme Office is leading on these aspects of TA Programme Governance and performance management. Rollout of Covalent browser version and training is ongoing – this enables tailored scorecards and dashboards to be used by managers	**Covalent Oct 2016:** System development to facilitate this now complete **Completed**

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TA / Management Restructure Rec 4 The Panel recommend that staff understanding of Transformation be retested in 12-18 months with a further diagonal slice survey.	**Service Manager TA** **April 2017**	**Covalent TASR_0004** We will re-test staff understanding of Transformation by undertaking a further diagonal slice survey.	**R159/16** Considerable effort is being input to improve staff understanding of transformation. For example, the 'Space for Success' event that was held in the Reid Hall and open to all staff on 3 and 4 February 2016. The Leadership forum is also being utilised to ensure all senior managers have a greater understanding of transformational change and how it applies to their service	**Due date not yet reached** **(30% complete)**

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TA / Management Restructure Rec 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 TA** **December 2015**	**Covalent TASR_0005** We will establish focussed and clear outcomes and identified benefits for the TA programme as a whole and for the workstreams.	**R159/16** Regular TA update reports are now being presented to the P&R and S&A committees. The approach to benefits realisation is maturing and forms an intrinsic element of business case development work. Works to co-ordinate benefits across the whole programme is being progressed but not yet completed. **The target for completion is now 30 June 2016**.	**Covalent Dec 2016 (75% complete)** Benefits management Plans form part of the TA governance arrangements for each workstream. These are in development and key aspects were included in a benefits management Report which was considered by the P&R Committee at its meeting on 30 August 2016 (Report 323/16 refers). Further development work on benefits management will be progressed in conjunction with the Council's Strategic Partner
		Covalent TASR_0006 We will develop a concise dashboard-type format to report TA progress & benefits to Policy & Resources and Scrutiny & Audit committees on a quarterly basis	A dashboard style format has been developed and Covalent is being populated with data in line with the TA governance arrangements to provide relevant reporting outputs. **It is planned to complete this by 30 June 2016.**	**Covalent Dec 2016 Completed** Dashboard reporting is now the approach to reporting progress on programmes and projects, and benefits management dashboard reporting was included in Report 323/16 considered by the P&R committee at its meeting on 30 August 2016. Quarterly reporting arrangements on TA are also now undertaken as routine

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TA / Management Restructure Rec 8 The Panel have some concerns around the fact that the establishment of a strategy of council and service priorities is likely to slip in terms of timescale and would recommend that this be a priority to be addressed. Without a detailed knowledge of the priorities of what must be done/could be stopped, potential savings opportunities are missed.	**Head of CI&F** **April 2016**	**Covalent RDIP_0093** We will reflect on the outcomes from the use of Priority Based Budgeting (PBB) in setting the 2016/17 budget and develop/refine our PBB approach for the 2017/18 budget setting.	**159/16** Delivery of most of the PBB principles was confirmed at a Budget Member/Officer Group meeting on 26 November 2015 and in the 2016/17 budget set by Council in February 2016. A full review of the success of the PBB approach and refinements for future years has still to take place but this will be done in April/May once a date for the next PBSG meeting has been established. **Revised completion date 31 May 2016**	**Covalent June 2016 Completed** PBSG agreed to continue use of PBB for 2017/18 and to apply this approach to capital and special funds. Finance team have discussed how we will do this and first step will be review of existing priorities and principles for verification with PBSG and then P&R Committee in September

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TA / Management Restructure Rec 9 As cultural change is critical to the success of Transforming Angus the panel would recommend that management further review this area and identify a way forward to ensure the change is communicated and embedded in the council and that the priority areas around which there is likely to be change are identified and communicated. Management should also consider a cultural audit/review with interviews of key staff across all levels of the organisation to establish a baseline and action plan for moving forward	**Chief Executive** **October 2015**	**Covalent TASR_0007** We will consider a cultural/audit review and how this could best be delivered.	**R159/16** Revised completion date 31 March 2017 for consideration of a cultural audit/review.	**Covalent June 2016 Completed** The Covalent action has been closed. The 2016/17 Internal Audit plan includes a review of corporate culture. The findings are due to be reported to this committee in June 2017.
TA / Management Restructure Rec 10 It is recommended that the information on the site, and the access to it, is reviewed to ensure that core documents eg minutes and relevant papers are widely available	**Strategic Director Resources** **December 2015**	**Covalent TASR_0008** We will review the TA information on the intranet, and the access to it, to ensure that core documents are widely available	**R159/16** Intranet site is being developed and improved to make information more accessible and useful to the workforce and members. This has started with Agile and Space for Success content and is being developed across all TA workstreams and programmes. **Revised completion date December 2016**	**Covalent Dec 2016 75% completed.** All user accounts on the angus.gov network have read only access to high level folders and core documents within the TA Intranet site. Documents are now to be placed in relevant folders. **Due date 31 December 2016**

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TA / Management Restructure Rec 11 The Panel recommend that the communications plan be completed to include the action plans and made available corporately. Currently the draft is on the restricted Board area of the intranet. The final plan should be shared with the Scrutiny & Audit Committee.	**Strategic Director Resources** **October 2015**	**Covalent TASR_0009** We will complete the TA communications plan and make it available corporately. We will share the final plan with the Scrutiny & Audit Committee.	**R159/16** Communication strategies are in place for the overall programme, and the Angus Agile and Help to Live at Home programmes. The accompanying comms plans are being developed in conjunction with the emerging programme/project plans. The strategies/plans will be published by 31 March as part of the Intranet programme content. The Angus Alive communication strategy/plan was completed in December 2015. **Revised completion date 31 March 2016**	The Communications Strategy has been published on the open Transforming Angus section of the intranet. The Communications Plan, covering the period June to December 2016, was approved by the TA Board in July 2016. (Report 323/16 section 7 refers). **Completed**
TA / Management Restructure Rec 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 (TA)** **December 2015**	**Covalent TASR_0010** We will establish measures of success around the input of the strategic partner and will capture, monitor and report this information	**R159/16** The work of the Strategic Partner has been focussed on delivering benefits through programme and project initiatives (e.g. support for establishing Angus Alive). Measures of success relating to specific EY commissions is to be developed. **Revised completion date 30 June 2016**	**Covalent December 2016 80% completed** The reporting of strategic partner performance has been undertaken at a strategic level as part of the quarterly TA update reports. For the next phase of transformation, the Council is including a relevant performance management framework, designed with KPI's and targets on all material outputs/ deliverables.

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Economic Development/Planning Rec 2 We will prepare a briefing note detailing sources of available Development Land and the status and details of land from each source.	**Ec Dev: Mark McGee** **End February 2016**		**R306/16** Meeting Scheduled Aug 2016 to highlight types of commercial enquires over the last 12 months, location of enquiries and short term future trends.	Next meeting scheduled 15/12/17. This action is now complete and meetings will be ongoing. **Action completed**
Economic Development/Planning Rec 3 We will prepare a briefing note on pre-application/enquiry process	**Planning: Alan Hunter** **End February 2016**		**R306/16** Planning & Building webpages updated to provide information on pre-application process and on major development proposals. Revised web text passed to Economic Development for Business Angus website. Work is progressing on separate pre-application guidance note for customers.	Online webpages further reviewed to provide required customer information on pre-application process. **Action completed.**

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Economic Development/Planning Rec 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**		**R306/16** Pre applications now shared with Economic Development officers. Comments gathered and fed back to planning as applicable. Responses to planning applications submitted not only where there is a business plan submitted but where activity aligns to economic development priorities. Format of responses reviewed to show clearer and better alignment to economic development priorities.	Regular dialogue and update meetings between Economic Development and Planning Service implemented. **Action completed.**
Economic Development/Planning Rec 5 We will explore best practice in other local authority areas.	**Planning: Kate Cowey** **End March 2016**		**R306/16** An information request was circulated through Heads of Planning Scotland. Response was poor but a number of Authorities indicated that their Economic Development Units had been repositioned to sit within their statutory planning services. Edinburgh indicated that it has a Planning Concordat but that approach has been discussed at Angus Council's Developers Forum and rejected.	Regular dialogue and update meetings between Economic Development and Planning Service implemented. **Action completed.**

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Economic Development/Planning Rec 6 We will establish a regular programme of staff briefings to share information and updates	**Ec Dev: Fiona Cameron** **End February 2016**		**R306/16** Programme being developed	Programme to be implemented in 2017. **Completed**
Economic Development/Planning Rec 8 We will investigate customer service training for all staff	**Ec Dev: Alison Smith** **End March 2016**		**R306/16** Programme of training being considered subject to resources available.	Resources available to deliver training have meant need to prioritise training delivery ie to businesses to support Senior Open in summer 2016 and Angus Alive staff to support tourism visitor information support. Will be reviewed again 2017. **In progress**
Economic Development/Planning Rec 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**		**R306/16** Planned launch August 2016	The Invest In Angus campaign has begun with awareness raising through a series of targeted advertorials. A focused campaign of action is being developed in conjunction with the University of Strathclyde who will provide research into the investment market and identify potential customers and recommend a 12 month communication plan (due May 2017). The Invest In Angus brochure is completed. **This action is completed, although development of the Invest in Angus programme will continue.**