

PROCESS FOR CHANGE – MEMBERS SCRUTINY

1. SUMMARY

- 1.1 The PPG, at its meeting on 14 May 2009, requested further consideration of its role in relation to the Process for Change programme. This paper sets out proposals for how it might fulfil that role.

2 RECOMMENDATIONS

- 2.1 The proposals below are considered by Members and adopted subject to any desired amendments.

3 DETAIL

- 3.1 The paper entitled “Programme Governance and Management Plan” presented to the Organisational Development PPG at its meeting of 14 May 2009 set out the governance arrangements in more detail, expanding upon the proposals set out at paragraph 3.7 of the report on Process for Change – High Level Design presented to Council on 5 March 2009. However it did not expand upon the scrutiny role of the OD PPG which had been summarised in that earlier report as “Member level scrutiny will be through the OD PPG which will receive reports on issues and progress during the detailed design stage.” This paper now seeks to fill that gap.

- 3.2 The terms of reference of the OD PPG are:

“To monitor, review and challenge the Council’s services and activities, at both corporate and service level, to ensure:

- appropriate performance measures are in place*
- the requirement for the Council to demonstrate Best Value in the use of its resources is met*
- a performance culture within the Council which will drive continuous improvement.*

To encourage effective collaboration and co-ordination between and within organisations operating in Argyll and Bute; with particular reference to the Community Planning Partnership to provide a link with the relevant CPP theme group to enable a co-ordinated monitoring of the progress and performance of the public body partners.

To consider and report on matters relating to the development and operation of the Council, local government and the public sector generally, including corporate and strategic planning, best value, efficient government and shared services, community planning, democratic processes and civic leadership,

equal opportunities, public service reform, information and communication technology and procurement.”

- 3.3 Within this context, the OD PPG has produced its own set of Recognition Events for Process for Change which were presented to the last meeting on 14 May, and have now been ordered into date order. These cover the following aspects:
- Effectiveness of Staff and Trade Union engagement in Process for Change;
 - Consultation and engagement with customers and the wider community, including hard to reach and service specific groups;
 - Improved effectiveness of staff suggestion scheme, with good ideas being implemented
 - Improvement in staff morale and job satisfaction
 - Improvement in customer service levels and efficiencies being made
 - Staff understand their roles and have clear targets
 - Performance information is easy to find, accurate and appropriate to needs
- 3.4 These reflect the characteristics of success from the delivery of the integrated programme. The OD PPG needs to monitor the achievement of these Recognition Events, both the first achievements, and then to monitor the annual trend against these to ensure that there is continuous improvement. The first achievement of each of the Recognition Events can be verified by a combination of reviewing reports and interviews with staff and customers. The Business Improvement Manager will liaise with the Chair of the OD PPG to make arrangements for the required interviews. These will be structured interviews and the reports from them will be written up and presented to the OD PPG. Thereafter, annual surveys of customer and staff will be carried out on a consistent basis so that trends can be measured. Further action plans will be designed in response to any areas of concern which are highlighted by these trends.
- 3.5 There are 3 workstreams within Process for Change:
- Customer Management
 - Workforce Deployment
 - Procurement
- 3.6 These are underpinned by programme level activities of stakeholder engagement, communications, change management, and benefits realisation.
- 3.7 Each workstream will produce an updated project initiation document reflecting changes coming out of the high level design stage and a revised project plan. These plans will identify key milestones. The OD PPG will review progress against these milestones, key risks and issues and deviations from plan, receiving reports from the 3 project boards for this purpose. The chairs of the project boards will attend the OD PPG meetings.
- 3.8 The OD PPG will review the detailed design proposals, the revised business cases and the accompanying implementation plan and resources plan for

Customer management and Workforce Deployment before these are presented to the Executive or Council. These should be presented to the OD PPG at the planned meeting of 22 October 2009 for review.

- 3.9 In terms of the Procurement workstream, which has been approved by the Executive to go straight to implementation rather than going through a detailed design stage first, the OD PPG will receive reports on progress against the agreed implementation plan, review performance against the best practice indicators (BPIs) and the targets set for these, and assess the benefits realised by commodity as against those anticipated in the business case. These reports will be presented on a quarterly basis in line with the frequency for measuring the majority of the BPIs. The OD PPG will also, in reflection of its general responsibilities for Procurement set out at 3.2 above, review the updated Procurement Strategy and associated action plans on an annual basis – firstly at its August 2009 meeting - and ensure that the Process for Change procurement workstream aligns to this.
- 3.10 Similarly, once approval is obtained for the detailed design proposals, the revised business cases and the accompanying implementation plan and resources plan for Customer management and Workforce Deployment, the OD PPG will have a key role in monitoring implementation against planned dates, and achievement of the benefits as against those anticipated in the full business cases. The progress reports will also include details of achievement of the agreed recognition events as verified by the relevant sponsors.
- 3.11 The OD PPG will scrutinise these reports critically and identify any matters where it feels progress is lacking, or where there are risks of not making planned progress, or of deviation from the agreed Corporate Plan. The OD PPG will be entitled to request further reports or explanations on any such matters from the relevant boards and/or the Programme SRO.

4 IMPLICATIONS

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| 4.1 | Policy | In line with Council's Improvement plan |
| 4.2 | Financial | Within Business Improvement Team resources |
| 4.3 | Personnel | None |
| 4.4 | Legal | None |
| 4.5 | Equal Opportunities | None |

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2 June 2009

Background reports:

Process for Change – High level design – report to Council 5 March 2009