

SHAPE OF THE COUNCIL – PROGRESS REPORT

1 Purpose of Report

This report provides information on the progress in taking forward the actions agreed by Full Council for developing the new shape of the Council.

2 Recommendations

Members are asked to:

2.1 note the progress achieved in the period since June 2015;

2.2 note the outcome of the matching process for the Head of Service posts, as detailed at 3.10;

2.3 agree to receive a further report from the Chief Executive, at Full Council on 17 December 2015, providing a further update on progress achieved.

3 Considerations

3.1 At Full Council on 18 December 2014 Members agreed the re-shaping of the Council, and since this date the programme of change has been progressing. I committed to providing Full Council with quarterly updates on the progress achieved, and this report is my third update, following my previous reports to Full Council on 26 March and 25 June 2015.

Programme and Governance Structure

3.2 In accordance with our performance management framework and performance reporting arrangements, I have ensured that mechanisms are in place to monitor and track progress of the Reshaping Programme. Full reporting of the programme is through Covalent and a Programme Status Report is attached at **Appendix 1**. In summary, this shows:

- Savings of £575,016 have been identified through the senior management re-shaping to date; and
- All service reviews are progressing in accordance with planned timescales.

Detailed Programme of Service Reviews

3.3 The individual service reviews are progressing as outlined in the detailed timetable for the service review programme, as presented to Full Council on 26 March 2015.

3.4 In accordance with the programme governance arrangements, the Business Transformation Board and the Business Transformation Steering Group consider and review scopes prior to reporting to service committees. An update on the status of each of the service reviews, together with details of when the review scopes were or are due to be considered by Committee, is attached as **Appendix 2**. In summary:

- Seven service review scopes have been approved by Service Committees and the review teams are now carrying out detailed work;
- Four service review scopes are due to be considered by Service Committees over the coming weeks; and

- One service review scope is under development and due to be considered by Committee towards the end of the year.

3.5 Review teams are now in place for all service reviews and include representatives from across the Council. In total 95 officers are actively involved in the work of review teams. This involvement takes the form of working sessions and group discussions where staff can share their ideas – in line with our reshaping principle of ‘we will ask staff how we can do things better’.

Communications Strategy

3.6 Following approval of the Communications Strategy for the reshaping programme progress has been made in implementing our simple framework to ensure that regular communication takes place including:

- The creation of a dedicated area on our internal web-site;
- The establishment of communities to allow review leads and heads of service to share information and communicate across the programme of service reviews;
- The introduction of a monthly newsletter;
- Facilitation of discussions at team meetings / staff focus groups;
- Continuation of my email communication to all staff;
- Continued open dialogue through the Trades Unions; and
- Inclusion of appropriate messages and details of our programme of change within corporate publications and at our senior manager events.

Progress in Head of Service Matching Process

3.7 At the meeting of Full Council on 25 June 2015, job descriptions and person specifications for all fourteen Head of Service posts were approved. Following this approval, I was authorised to conduct the matching process, and to provide this meeting with a report on the outcome of that process.

3.8 The matching pools were determined in accordance with our documented policy, and were agreed in consultation with the Trades Unions. All existing Heads of Service were invited to apply to match.

3.9 Matching interviews were held in the period July to September, with each interview panel comprising two Directors and one independent external adviser, that adviser being selected for their subject matter knowledge of the post being interviewed for.

3.10 At the conclusion of this process, the final outcome is that we have successfully matched to all of the available posts. The successful candidates and the posts that they have been matched to are summarised at **Appendix 3**, within our agreed and revised Chief Officer structure.

3.11 The successful individuals will be formally confirmed into their new posts with effect from 1 October 2015. The deadlines for establishing the organisational structures in each new Directorate were included in my December 2014 report as:

- Corporate Services – by March 2016
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- Economy, Environment and Infrastructure – by March 2016
- Communities – by September 2016
- Children, Young People and Lifelong Learning – by March 2017

3.12 The above dates were the latest dates by which our revised organisational arrangements require to be established, and in recognition of Members' views we are planning to move to our new structure at an enhanced pace. Each Director, in conjunction with their Heads of Service, will now design their service management structures, within the parameters of decisions previously made by Full Council and our established principles. The proposals from each Director will be subject to peer review and challenge, through the Business Transformation Board.

3.13 Through the 2015/16 financial year, there will therefore require to be some transitional management arrangements while the service reviews progress, and our new structures are developed and implemented.

3.14 As shown at **Appendix 3**, there is, at the time of writing, one remaining vacant post in our Chief Officer structure, the Head of Legal and Democratic Services. As approved at Full Council on 25 June, a recruitment process for this post is currently in progress. Final interviews for this post will be conducted by the Employment and Appeals Sub Committee on 25 September 2015, and a verbal update on the outcome of that process will be provided to Full Council.

3.15 As a result of the outcomes of the matching process, there are three of our current Chief Officers who did not successfully match into our new structure. Following the conclusion of our agreed matching and redeployment processes, proposals in respect of these Chief Officers is included later on this agenda. Operational requirements of the Council will continue to be met during this transitional period.

4 Governance Assurance

The Corporate Management Team have been consulted as part of the preparation of this report and are in agreement with its terms.

5 Impact Assessment

As this report does not propose a change in policy/strategy/plan/project, it is not necessary to complete an Impact Assessment.

Author(s)

NAME	DESIGNATION
Gavin Stevenson	Chief Executive

Appendices – 3

Appendix 1 – Programme Status Report

Appendix 2 – Service Review Timetable

Appendix 3 – Chief Officers

Background Papers

Shape of the Council – Proposals and Change Programme – Dumfries and Galloway Council – 18 December 2014 (Item 6)

<http://egenda.dumgal.gov.uk/aksdumgal/users/public/admin/kab12.pl?cmte=COU&meet=132&arc=71>

Shape of the Council – Business Transformation Steering Group – Ad Hoc Sub Committee Review of Schemes – 6 February 2015 (Item 4)

<http://egenda.dumgal.gov.uk/aksdumgal/users/public/admin/kab14.pl?operation=SUBMIT&meet=12&cmte=ROS&grpId=public&arc=71>

Shape of the Council – Service Committee Structure – Ad Hoc Sub Committee Review of Schemes – 6 February 2015 (Item 5)

<http://egenda.dumgal.gov.uk/aksdumgal/users/public/admin/kab14.pl?operation=SUBMIT&meet=12&cmte=ROS&grpId=public&arc=71>

Shape of the Council – Director Posts – Dumfries and Galloway Council – 5 February 2015 (Item 7)

<http://egenda.dumgal.gov.uk/aksdumgal/users/public/admin/kab14.pl?operation=SUBMIT&meet=138&cmte=COU&grpId=public&arc=71>

Shape of the Council – Progress Report – Dumfries and Galloway Council – 26 March 2015 (item 8)

<http://egenda.dumgal.gov.uk/aksdumgal/images/att36503.pdf>

Shape of the Council – Progress Report – Dumfries and Galloway Council – 25 June 2015 (Item 8)

<http://egenda.dumgal.gov.uk/aksdumgal/images/att36503.pdf>

Reshaping of the Council Programme Status Report – Appendix 1

High level overview of progress achieved to date



Generated on: 26 August 2015














01 Re-shaping Directorates

				Target to date			
Key Performance Indicator		Q1 2015/16 – Identified Savings			2015/16	June 2015	Savings to be achieved by 31 March 2018
		Status	Value	Target	Target	Year to Date	
BTBc	Re-shaping Directorates	✓	£575,016	£500,000	£500,000	£575,016	£2,000,000
BTBc01	Re-shaping Corporate Services	✓	£0	£0	£0	£0	£375,000
BTBc02	Re-shaping Economy, Environment and Infrastructure	✓	£0	£0	£0	£0	£375,000
BTBc03	Re-shaping Communities	✓	£0	£0	£0	£0	£375,000
BTBc04	Re-shaping Children, Young People and Lifelong Learning	✓	£0	£0	£0	£0	£375,000
BTBc05	Re-shaping across Directorates	✓	£575,016	£500,000	£500,000	£575,016	£500,000

Programme/Project		Status	Progress to Date	Start Date	Original Due Date	Current Due Date
BTBc	Re-shaping Directorates	▶ In Progress	32%	05-Jan-2015	31-Mar-2017	31-Mar-2017
BTBc1	Re-shaping Corporate Services	▶ In Progress	16%	26-Aug-2015	31-Mar-2016	31-Mar-2016
BTBc2	Re-shaping Economy, Environment & Infrastructure	▶ In Progress	16%	26-Aug-2015	31-Mar-2016	31-Mar-2016
BTBc3	Re-shaping Communities	▶ In Progress	16%	26-Aug-2015	30-Sep-2016	30-Sep-2016
BTBc4	Re-shaping Children & Young People & Lifelong Learning	▶ In Progress	16%	26-Aug-2015	31-Mar-2017	31-Mar-2017
BTBc5	Re-shaping across Directorates	✓ Completed	100%	05-Jan-2015	31-Mar-2016	31-Mar-2016

**02 Service Review Programme****02a Conducting Service Reviews**

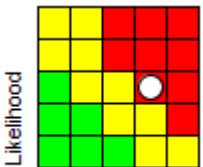
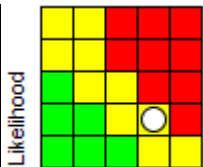

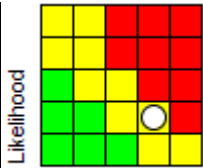
					Target to date		
Key Performance Indicator		Q1 2015/16 – Identified savings			2015/16	June 2015	Savings to be identified by 31 March 2016
		Status	Value	Target	Target	Year to Date	
BTB	Service Review Savings Identified		£0	£0	£0	£0	£2,190,000
BTB01	DG First and PES Business Support - Service Review Savings Identified		£0	£0	£0	£0	£220,000
BTB02	Debtors, Billing & Financial Control - Service Review Savings Identified		£0	£0	£0	£0	£70,000
BTB03	Housing, Revenues, Benefits & Financial Advice - Service Review Savings Identified		£0	£0	£0	£0	£400,000
BTB04	Contract Management - Service Review Savings Identified		£0	£0	£0	£0	£750,000
BTB05	Community and Neighbourhood Services - Service Review Savings Identified		£0	£0	£0	£0	£750,000
BTB06	Enabling Community Empowerment - Service Review Savings Identified		£0	£0	£0	£0	£0
BTB07	Customer Contacts - Service Review Savings Identified		£0	£0	£0	£0	£0
BTB08	Administration Services - Service Review Savings Identified		£0	£0	£0	£0	£0
BTB09	Services for Young People - Service Review Savings Identified		£0	£0	£0	£0	£0
BTB10	Supporting Lifelong Learning - Service Review Savings Identified		£0	£0	£0	£0	£0
BTB11	Charging for Services - Service Review Savings Identified		£0	£0	£0	£0	£0
BTB12	2-18 Structural Delivery Service Review		£0	£0	£0	£0	£0

Programme/Project		Status	Progress to Date	Start Date	Original Due Date	Current Due Date
BTB	Service Review Programme	 In Progress	<div style="width: 31%;"><div style="background-color: #4F81BD; height: 100%;"></div></div> 31%	05-Feb-2015	31-Mar-2017	31-Mar-2017
BTB01_PE SKey_P06	DG First and PES Business Support Service Review	 In Progress	<div style="width: 50%;"><div style="background-color: #4F81BD; height: 100%;"></div></div> 50%	05-Feb-2015	26-Nov-2015	26-Nov-2015
BTB02_P1 C2_CES01	Debtors, Billing & Financial Control Service Review	 In Progress	<div style="width: 52%;"><div style="background-color: #4F81BD; height: 100%;"></div></div> 52%	05-Feb-2015	26-Nov-2015	26-Nov-2015
BTB03_CC SKey_P08	Housing, Revenues, Benefits & Financial Advice Service Review	 In Progress	<div style="width: 41%;"><div style="background-color: #4F81BD; height: 100%;"></div></div> 41%	05-Feb-2015	31-Dec-2015	31-Dec-2015
BTB04_P1 C2_CES02	Contract Management Service Review	 In Progress	<div style="width: 26%;"><div style="background-color: #4F81BD; height: 100%;"></div></div> 26%	05-Feb-2015	15-Apr-2016	15-Apr-2016
BTB05_P4 C1_CCS03	Community and Neighbourhood Services	 In Progress	<div style="width: 41%;"><div style="background-color: #4F81BD; height: 100%;"></div></div> 41%	05-Feb-2015	16-Mar-2016	16-Mar-2016
BTB06_P4 C2_CCS01	Enabling Community Empowerment	 Check Progress	<div style="width: 40%;"><div style="background-color: #4F81BD; height: 100%;"></div></div> 40%	05-Feb-2015	16-Mar-2016	16-Mar-2016
BTB07_CC SKey_P09	Customer Contacts	 In Progress	<div style="width: 31%;"><div style="background-color: #4F81BD; height: 100%;"></div></div> 31%	05-Feb-2015	17-Oct-2016	17-Oct-2016
BTB08_CE SKey_P33	Administration Services	 In Progress	<div style="width: 31%;"><div style="background-color: #4F81BD; height: 100%;"></div></div> 31%	05-Feb-2015	15-Dec-2016	15-Dec-2016
BTB09	Services for Young People	 In Progress	<div style="width: 19%;"><div style="background-color: #4F81BD; height: 100%;"></div></div> 19%	05-Feb-2015	15-Dec-2016	15-Dec-2016
BTB10	Supporting Lifelong Learning	 In Progress	<div style="width: 23%;"><div style="background-color: #4F81BD; height: 100%;"></div></div> 23%	05-Feb-2015	15-Mar-2017	15-Mar-2017
BTB11_CE SKey_P34	Charging for Services	 In Progress	<div style="width: 4%;"><div style="background-color: #4F81BD; height: 100%;"></div></div> 4%	05-Feb-2015	17-Oct-2016	17-Oct-2016
BTB12_ES Key_P04	2-18 Structural Delivery	 In Progress	<div style="width: 22%;"><div style="background-color: #4F81BD; height: 100%;"></div></div> 22%	05-Feb-2015	17-Oct-2016	17-Oct-2016



03 Re-shaping Programme Risk Register

Risk	Risk Factors	Mitigation / Contingency	Current Risk	Target Risk	Comment	
BTB_R01	Political	1. The implementation of reshaping programme requires Full Council approval to proceed. Should this approval not be obtained then the achievement of our objectives would be delayed or put at risk.	<p>Mitigation Plan</p> <ol style="list-style-type: none"> 1. Provide regular reports and information to BTSG for discussion 2. Providing access to BTSG materials to all Elected Members 3, Ensuring that feedback from Elected Members is reflected in the implementation of the programme 4. Ensure that reports for Full Council are provided on a no surprises basis <p>Contingency Plan</p> <ol style="list-style-type: none"> 1. Revisit the programme objectives 2. Revise the timeline for implementation 			
BTB_R02	Programme Governance	1. If the decisions required for the programme to proceed within our programmed timescales were not obtained.				
BTB_R03	Programme Timescales	1. There are a number of projects and interdependencies that require to be progressed. Slippage in any element of these will impact on the overall timetable for the programme.	<p>Mitigating Actions</p> <ol style="list-style-type: none"> 1. Communicate the requirement for work to be undertaken and completed in accordance within the agreed timescales 2. Leadership by the BTB 3. Prioritisation of the reshaping programme by BTB <p>Contingency Plan</p>			

Risk		Risk Factors	Mitigation / Contingency	Current Risk	Target Risk	Comment
			1. Revise the timeline for implementation			
BTB_R04	Resourcing	1. We have committed to delivering this within existing resources. Competing priorities on our staff base may result in this programme of work not receiving the anticipated level of resource input.	Mitigation Plan 1. Prioritisation of the reshaping programme by the BTB 2. Resource plan is kept under review by the programme office Contingency Plan 1. Consider alternative approaches to resourcing the programme	 Likelihood Impact	 Likelihood Impact	
BTB_R05	Savings	1. Each project within the programme has a savings target. Failure to achieve these individual targets will impact on the Council revenue budget.	Mitigation Plan 1. Establishing links between the programme office and the finance function 2. Establish a benefits realisation framework Contingency Plan 1. Identify alternative savings options 2. Over deliver savings on some areas of the reshaping programme	 Likelihood Impact	 Likelihood Impact	

Reshaping the Council – Service Review Timetable

Appendix 2

The following table summarises the current status of each of the service reviews, providing details of when the review scopes were considered, or are due to be considered, by Committee.

Service Review Scopes approved by Committee:

Service Review (Completion Date)	Service Cttee (Current)	Lead Director	Responsible HoS	Review Lead	Start Date	Draft Scope to BTB	Scope approved at Cttee
<u>BTB01:</u> DGFirst and PES Business Support (December 2015)	EEl	Director of EEl	Head of Resources	Resourcing & Improvement Manager	05/02/15	15/04/15	12/05/15
<u>BTB02:</u> Debtors, Billing, Financial Control (December 2015)	P&R	Director of Corporate	Head of OD&HR	Service Manager Performance & Development	05/02/15	15/04/15	21/04/15
<u>BTB03:</u> Housing, Revenues, Benefits, Financial Advice (February 2016)	CCS	Director of Communities	Head of Strategic Housing, Commissioning & Env Standards	Service Manager Revenues & Benefits	05/02/15	15/04/15	16/06/15
<u>BTB04:</u> Contract Management (March 2016)	P&R	Director of Corporate	Head of Care & Facilities Management	Senior Manager Legal & Regulatory	05/02/15	10/06/15	22/09/15
<u>BTB05:</u> Community and Neighbourhood Services (March 2016)	CCS	Director of Communities	Head of Resource Planning & Community Services	Senior Manager Facilities Management	05/02/15	10/06/15	02/07/15
<u>BTB06:</u> Enabling Community Empowerment (March 2016)	CCS	Director of Communities	Head of Service Strategic Support West	Service Manager Area Framework & CLD	05/02/15	10/06/15	02/07/15
<u>BTB12:</u> 2-18 Structural Delivery Service Review	Education	Director of CYPLL	Head of Service Strategic Support East	Quality Improvement Manager	30/09/14	N/a	27/01/15

Service Review Scopes considered by BTB and due to be reported to Committee:

Service Review (Completion Date)	Service Cttee (Current)	Lead Director	Responsible HoS	Review Lead	Start Date	Draft Scope to BTB	Scope approved at Cttee
BTB07: Customer Contacts (September 2016)	CCS	Director of Communities	Head of Improvement & Engagement & Community Services	Business Development Manager	05/02/15	05/08/15	20/10/15
BTB08: Administration Services (December 2016)	P&R	Director of Corporate	Head of Finance	Resourcing & Improvement Manager	05/02/15	05/08/15	22/09/15
BTB09: Services for Young People (December 2016)	Education	Director of CYPLL	Head of Economic Development	Senior Manager Children & Families	05/02/15	05/08/15	17/09/15
BTB10: Supporting Lifelong Learning (March 2017)	Education	Director of CYPLL	Head of Improvement & Engagement & Community Services	Service Manager Employability & Skills	05/02/15	05/08/15 and 30/9/15	24/11/15

Service Review Scope still to be considered by BTB and reported to Committee:

Service Review (Completion Date)	Service Cttee (Current)	Lead Director	Responsible HoS	Review Lead	Start Date	Draft Scope to BTB	Scope approved at Cttee
BTB11: Charging for Services	P&R	Director of Corporate	Head of Technical Services	Policy & Performance Advisor	05/02/15	30/09/15	18/11/15

Chief Officers

Appendix 3

Health and Social Care Integration		Chief Executive Gavin Stevenson			
		Director Children, Young People and Lifelong Learning	Director Economy, Environment and Infrastructure	Director Corporate Services	Director Communities
		Colin Grant	Alistair Speedie	Lorna Meahan	Derek Crichton
		Head of Education (Chief Education Officer)	Head of Enterprising Services	Head of Finance and Procurement (Section 95 Officer)	Head of Civic and Local Services
		Gillian Brydson	Ronnie Dempster	Paul Garrett	Harry Thomson
Head of Adult Social Work Services	→	Head of Social Work (Chief Social Work Officer)	Head of Planning and Regulatory Services	Head of OD, HR and Assets	Head of Customer Services
Graham Abrines		Lillian Cringles	Steve Rogers	Paul Clarkin	Harry Hay
		Head of Resources and Support Services	Head of Economic Development	Head of Legal and Democratic Services (Monitoring Officer)	
		Angela Paterson	Ewan Green	VACANT	
		Head of Lifelong Learning and Wellbeing	Head of Infrastructure and Transportation		
		Richard Grieveson	Steven Herriott		