

**BRISTOL CITY COUNCIL
AUDIT COMMITTEE**

9 November 2012

Report of: Strategic Director (Corporate Services)

Title: Grant Thornton's Review of Bristol's Change Portfolio

Ward: Citywide

**Officer presenting report: Peter Robinson, Service Director,
Finance**

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RECOMMENDATION

The Audit Committee note, and comment as appropriate, on Grant Thornton's Review of Bristol's Change Portfolio.

Summary

The Council has continued to review and strengthen its governance arrangements both within and across Directorates. It has introduced the Portfolio Management Group and developed target operating models within the Directorates.

The Council is fully aware that cashable savings must be delivered through the change portfolio. Although it has yet to demonstrate that significant savings can be delivered through the change portfolio, achievement to date is in line with plan and should increase year on year. In 2011-12 the change portfolio delivered 18% of the total planned savings.

In 2012-13 this proportion should increase with savings continuing until 2015-16 where the forecast net cumulative savings are expected to be £236m.

Policy

None affected by this report. The Audit Commission has statutory responsibility for assessment at the Council. Grant Thornton are the Council's appointed external auditors. In carrying out their audit and

inspection duties they have to comply with the relevant statutory requirements. In particular these are the Audit Commission Act 1998 and the Code of Audit Practice with regard to audit, and the Local Government Act 1999 with regard to best value and inspection.

Consultation

Internal: Grant Thornton consulted with Senior Officers before finalising this report.

External: not applicable.

1 Introduction

- 1.1 The Audit Committee were presented with a draft version of this report on 28 September 2012. This report has been agreed by officers and includes a completed action plan in appendix A.
- 1.2 The findings within this report supported our VfM conclusion for 2011-12
- 1.3 Grant Thornton's partner, John Golding, the appointed auditor responsible for the City Council's audit will be attending the Committee, and will be pleased to answer Members' questions.

Other Options Considered

Not applicable.

Risk Assessment

Not as a result of this report.

Equalities Impact Assessment

There are no issues arising from this report.

Legal and Resource Implications

None arising from this report.

Appendices:

Appendix 1: Grant Thornton's Review of Bristol's Change Portfolio

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers: None

Bristol City Council

Review of Bristol's Change Portfolio
2011-12

November 2012 – Final



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1 Our audit approach

Introduction and background

In 2010, as part of our 2010-11 audit programme we completed a review of the business change portfolio (change portfolio) at Bristol City Council (the Council). Our findings and recommendations were reported to the Council in September 2010.

In September 2011 we again reported to the Council concluding on the progress to date and identifying areas for improvement. We concluded that the change agenda continued to facilitate organisational change and deliver some cashable savings, but that the Council had yet to demonstrate that it could deliver significant change and benefits through the agenda.

The change portfolio remains the main way in which the Council intends to deliver its planned savings in 2012-13 and 2014-15, expected to be in the region of £21m for each year. As a result the Council has begun to develop a number of business change programmes, which include children's services, adult social care and landlord services.

Scope of audit work

This report includes the following:

- follow-up of progress and recommendations made in 2011.
- review of changes to the programme since our last review- particularly in respect of the governance arrangements;
- the revised picture of outcomes and benefits achieved thus far, and now being forecast; and
- the change programmes taking place within Adult Health and Social Care and Children and Young People's Services as tracer areas, to understand recent developments and the impact of the programme, in terms of delivering services more efficiently and effectively.

Code of Audit Practice

Under the Code of Audit Practice, we are responsible for issuing a conclusion on whether we are satisfied the audited body has proper arrangements to secure economy, efficiency and effectiveness in its use of resources. Our VfM conclusion for 2011-12 at the Council will be informed, in part, by this review.

Use of this report

This report has been prepared to advise the Council of the matters arising from our work and should not be used for any other purpose or be given to third parties without our prior written consent.

Our report is part of a continuing dialogue between the Council and ourselves and should not be relied upon to detect all opportunities for improvements in management arrangements that might exist. The Council should assess the wider implications of our conclusions and recommendations before deciding whether to accept or implement them, seeking its own specialist advice as appropriate.

We accept no responsibility in the event that any third party incurs claims, or liabilities, or sustains loss, or damage, as a result of their having relied on anything contained within this report.

Acknowledgements

We carried out this work through discussions with Council Members, Strategic Directors and officers, and by reviewing key documentation. We would like to record our appreciation for the assistance and co-operation provided to us during our work by Members of the Council and officers.

2. Executive summary

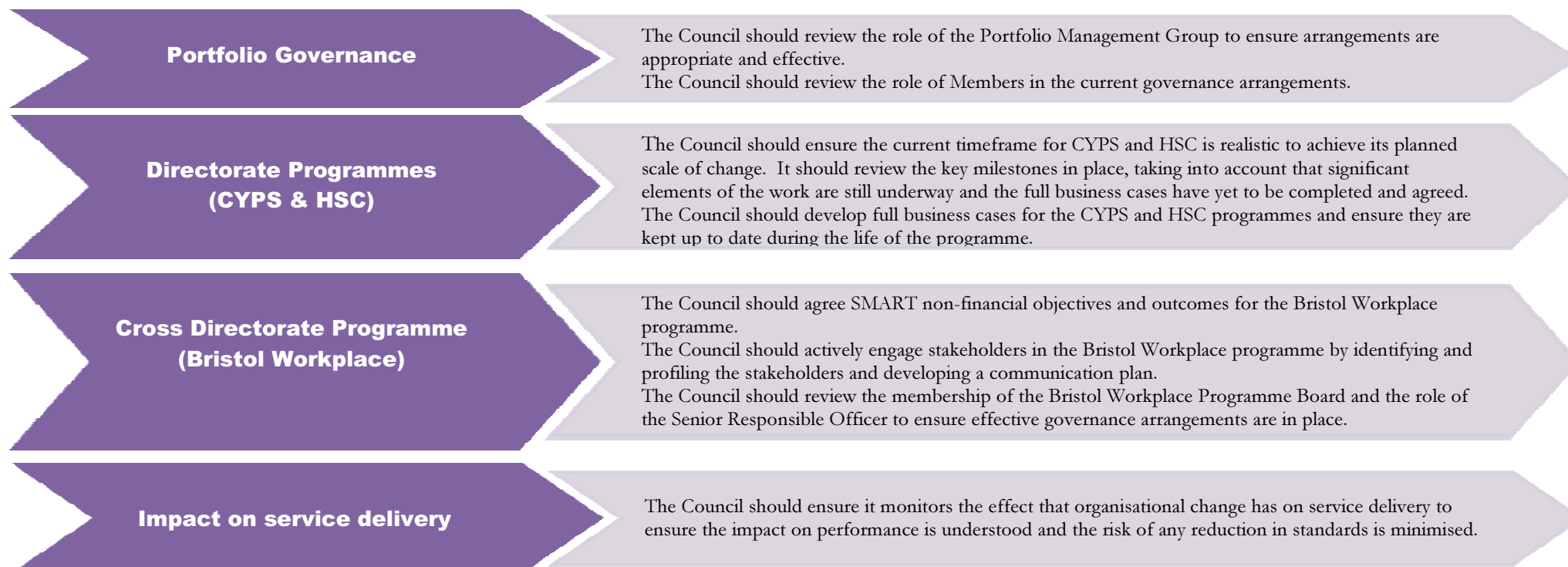
The Council has continued to review and strengthen its governance arrangements both within and across Directorates. It has introduced the Portfolio Management Group and developed target operating models within the Directorates.

The Council is fully aware that cashable savings must be delivered through the change portfolio. Although it has yet to demonstrate that significant savings can be delivered through the change portfolio, achievement to date is in line with plan and should

increase year on year. In 2011-12 the change portfolio delivered 18% of the total planned savings.

In 2012-13 this proportion should increase with savings continuing until 2015-16 where the forecast net cumulative savings are expected to be £236m.

We recommend that the following high level recommendations are considered:



3 Detailed findings

Portfolio Governance

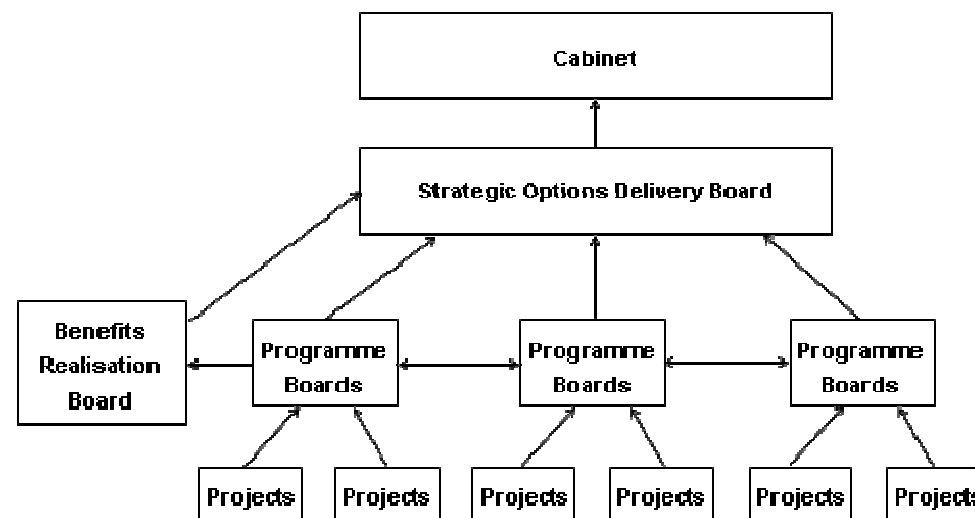
The Council has continued to review and change its governance and management arrangements to ensure they remain effective. Portfolio management remains the responsibility of the Strategic Options Delivery Board (SODB), with final approval and decisions being taken by Cabinet.

In June 2011 the Council defined nine design principles which underpin the change portfolio and are intended to guide practice and determine the type of organisation the Council is aiming for.

In September 2011 the Strategic Leadership Team agreed to further change the governance framework. The proposed changes aimed to support the "One Council" approach and ensure delivery both within and across Directorates. The Council recognised that it was not experienced in managing this level of change and complexity. The capacity of the SODB was also recognised as an issue.

The changes included a revised constitution for SODB and the introduction of the Portfolio Management Group (PMG). The Council agreed this group's remit and constitution and that it should include a senior leader, tier two officers from each Directorate, who would represent the needs of their Directorate within the programmes delivering across the Council. These horizontal programmes include programmes such as people and technology.

Exhibit 1 illustrates the revised structure



The PMG became operational in October 2011 and continues to have a key role in the governance of the change portfolio and is a decision making group. Its remit includes:

- to overview resource demands which are consistent across the programme;
- to identify and address capacity and capability issues;
- to ensure consistent application of the design principles;
- to aggregate risks;
- to co-ordinate communication and impact of change on stakeholders; and
- to overview the interdependency map.

The group meets every two weeks and is required to escalate issues to SODB. Information and standard documentation is prepared by the programme managers and challenged by the PMG.

The PMG has now been operating for ten months. During this review concerns were raised that the PMG may now have capacity issues and that the decision making arrangements may need review. We suggest that the Council should review existing arrangements to ensure the terms of reference remain appropriate and that key decisions are made at the appropriate level, either PMG or SODB.

Recommendation 1

The Council should review the role and capacity of the Portfolio Management Group to ensure arrangements are appropriate and effective.

In our previous report (September 2011) we raised the following recommendation: *Members and Strategic Leaders should agree the Council's strategic vision, for the next three to five years, and ensure the change agenda is aligned with the Council's strategic priorities.*

In order to address this in March 2012 Cabinet adopted its joint Corporate Priorities and Medium Term Financial Plan 2012-13 to 2014-15. This document identified that, in order to achieve the financial challenge over the next three years, would require the Council to rethink how it delivers a service, what it delivers and who should provide the service. It also requires financial targets to be driven by individual change programmes and a reduction in the reliance on non-recurrent tactical savings.

The introduction of the Corporate Priorities and Medium Term Financial Plan 2012-13 to 2014-15 provides clear objectives for Members and SLT. In addition the strengthened governance arrangements and design principles should ensure that each change programme and planned service change improves or contributes towards the Council's strategic outcomes.

We also raised the following recommendation: *The Strategic Leadership Team needs to ensure individuals and teams are encouraged and performance managed to do things better and deliver the Council's objectives through organisational change.*

The Council through the PMG and SODB is working to deliver change both operational and cultural through and across the Directorates. Although it is aware that changing the culture, so that the energy, commitment and drive of an organisation results in change, is a slow and gradual process. We recognise that the adoption of design principles to underpin the change portfolio and target operating models for the main programmes should provide a clear focus and agreed outcome.

The introduction of the PMG has provided a mechanism to improve working across the Directorates and continues to be a key focus for the Council going forward.

In 2011 the Resources and Scrutiny Commission took over responsibility from the Transformation Strategy Board for ensuring sufficient Member input into scrutinising and performance managing the change portfolio. However, we note that from September 2011 until July 2012 the Resources and Scrutiny Commission received only one overall performance update on the Change Portfolio, in April 2012, although the Commission did receive a copy of the business case for the Bristol Workplace for scrutiny ahead of Cabinet. It received no other information relating to the change portfolio during that period.

Cabinet also has not received overall performance updates on the Change Portfolio, but is involved in key decisions during the year, receiving documents such as business cases on which to base its decisions.

We are aware that the Service Director responsible for the change portfolio aims to have regular one to one meetings with the Member Executive Lead. These meetings are viewed as being effective by the current Member Executive Lead.

We consider that the involvement of Members in the governance arrangements for the change portfolio could be improved by ensuring they are involved in overseeing and performance managing the change portfolio, as well as making key decisions. However, we recognise that any changes in arrangements should take into account the impact of the introduction of an elected mayor in November 2012.

Recommendation 2

The Council should review the role of Members in the current governance arrangements.

Target operating models

A target operating model (TOM) is a high level design of an organisation's future operating model, which should enable it to deliver its strategic vision and objectives.

The Council has been through a process of linking its strategic visions, as set out in the Corporate Priorities and Medium Term Financial Plan 2012-13 to 2014-15 with the corporate design principles and the portfolio change plans. This has resulted in target operating models being developed for each of the Directorate programmes. These TOMs provide the future model on which the services are to be redesigned and changed.

The Council is currently developing its "One Council" TOM which will set out the overarching future operating principles for the Council. The Directorate TOMs, change portfolio and change programmes should feed into and influence the "One Council" TOM, as will the "One Council" TOM influencing the Directorate TOMs and the change portfolio. The Council is aware that all these strategic intentions and programmes will interact and impact on each other and will need to consistent to be efficient and effective going forward.

Change portfolio – costs and savings

Exhibit 2 illustrates the revised costs and savings achieved to date and expected up to 2015-16. It also compares the cumulative net savings with those reported in September 2010 and 2011 in our previous report.

The Council forecasts net savings of £26.2m in 2012-13 and that by 2015-16 cumulative net savings should increase by £127m to £236m. As illustrated in exhibit 2.

Exhibit 2

Programmes and support services	2008-09 £,000	2009-10 £,000	2010-11 £,000	2011-12 £,000	2012-13 £,000	2013-14 £,000	2014-15 £,000	2015-16 £,000
Costs June 2012	2,525	9,425	4,696	22,360	19,016	9,819	2,919	16
Savings June 2012	(11)	(4,130)	(10,749)	(19,316)	(50,042)	(70,685)	(75,454)	(76,439)
Net (savings) costs June 2012	2,514	5,295	(6,053)	3,044	(31,026)	(60,866)	(72,535)	(76,423)
Cumulative net savings June 2012	2,514	7,809	1,756	4,800	(26,226)	(87,092)	(159,627)	(236,050)
Cumulative net savings June 2011	2,514	7,765	2,674	1,823	(22,244)	(50,127)	(78,489)	(108,969)
Cumulative net (savings)/costs June 2010	2,514	8,338	11,810	8,029	(6,444)	(26,195)	(45,886)	(67,641)

In 2011-12 the Council needed to deliver revenue savings in the region of £29m. The Council achieved this and delivered the savings either as part of a change programme or through "business as usual" (BAU).

In 2011-12, 18% of the savings were delivered through the change programme. In 2012-13 this proportion is expected to increase and the change programme is planned to deliver 46% of the expected £24.7m savings. This would be as a result of both Children and Young People's Services (CYPS) and Health and Social Care (HSC) significantly increasing the amount of savings expected from the projects, to over 50% of their planned savings, assuming that savings are delivered as planned.

However, current monitoring arrangements indicate that the CYPS, Corporate, and Neighbourhoods and City Directorates are projecting that a proportion of the project savings have either no plans in place, or are in place but off target.

Management Information

Information provided to Members, Strategic Leaders and officer should be clear and concise to enable them to assess and understand how the portfolio is delivering in line with objectives.

In 2011 we recommended that *the Council should continue to review the documentation it produces to support the change agenda to ensure it remains appropriate for the function for which it is intended.*

Detailed management information is produced by the programme managers and finance business partners and reviewed by the PMG. This information includes a programme highlight report, programme milestones, risk log and provides an overall risk rating for the programme. Any issues identified are raised within the portfolio commentary report.

The Council has changed the style of the information provided to the SODB. The SODB and the PMG both now receive a portfolio dashboard and a supporting portfolio commentary report. These documents are reviewed and challenged by the PMG prior to their review by the SODB.

These documents are not reviewed by the Resources and Scrutiny Commission. At the time of our review they also had not been reviewed by the Member Executive Lead.

We are aware that the Council and the programme office are continuing to improve and develop the management information. During this review concerns were raised about the dashboard, indicating that it is difficult to understand and that the commentary report is required to ensure understanding of progress.

In addition the Council still does not provide detailed reporting on the progress on the delivery of savings plans to Members. We have raised the following recommendation within our review of the Council's Arrangements for Securing Financial Resilience:

- The Council should report detailed progress against savings plans to Members.

Recommendation 3

The Council should continue to review the documentation it produces to support the change portfolio, including information provided to Members.

Children and Young People's Services (CYPS)

In 2011-12 the CYPS delivered savings of £5.4m, of which 12% was delivered through planned projects. However, CYPS experienced significant demand for safeguarding services and has had to find alternative savings to address these overspends and to address shortfalls in planned savings.

These alternatives amounted to £1.6m and included bringing forward savings from 2012-13, such as the planned early years savings and the use of non-recurrent savings such as vacancy management.

In July 2010 an outline business case for CYPS was developed and agreed by the Council. Following the outline business case a baseline review was completed and a draft TOM developed. As a result the information, including benefits and milestones within the outline business case is now out of date and has not been updated to reflect the planned developments within CYPS. In addition the development of the TOM has delayed the process. It should be noted that the Council is aware of the changes and updates since the outline business case and will reflect these in the full business case expected for approval in September 2012.

However, the CYPS Tom has enabled the service to have a better understanding of the needs of Bristol's children and understanding of the expected model required. Currently CYPS is developing its benefits map and engaging with stakeholders. This is part of the Directorates approach to ensuring it clearly defines the future desired position and focuses on the Directorate's priorities. We consider that there is a considerable amount of work to be completed to ensure the CYPS service has a robust full business case in place by the end of September.

In the meantime because the programme is not fully operational the Directorate Leadership Team for CYPS is having to identify savings from those elements of the change portfolio which are already approved, such as the Youth Service or from alternative sources. In 2012-13 CYPS plan to deliver 43% of its planned savings through projects. Delivering these remains a significant issue for CYPS, both as a result of increased demand and because the change programme has yet to be fully agreed and implemented.

As part of this review we also considered the programme risk log, however, we noted that this was not up to date and in July included the risks identified in April. Ensuring that risk management procedures are up to date is essential to ensure a high risk, high profile programme is effectively managed.

Health and Social Care (HSC)

In 2011-12 the HSC directorate delivered savings of £9.96m, although £2.36m of this was as a result of unplanned underspends in other service areas. In 2012-13 HSC plans to deliver savings in the region of £5.1m, of which 68% should be delivered through planned projects.

HSC is similar to CYPS in that an outline business case was developed in 2011 and the development of the TOM has delayed the development of the full business case. The TOM has focused on residential and day care services.

The Strategic Director has ensured that Cabinet is aware of the planned changes within residential and day care services and as a result Cabinet approval was given at the end of July to progress with these changes, following extensive public consultation. As a result HSC hope to realise savings in the region of £1.4m from residential care homes in 2011-12.

The HSC programme has an in-house programme manager, which has improved the process and ensured ownership from within the Directorate. The programme includes seven projects covering all aspects of the Directorate. Each project has a senior executive lead who are members of the programme board.

The programme manager has good understanding of the financial benefits planned and how they are progressing.

In 2011 we raised the following recommendation: *The Council should ensure that progress against outcomes is regularly reviewed and that business cases become working documents and are updated through the life of a programme.* We are unable to assess progress against outcomes at this stage, until full business cases are available and the outcomes have been agreed, however, we are able to confirm that the business cases have not been kept up to date during the life of the programme.

Recommendation 4

The Council should develop full business cases for the CYPS and HSC programmes, ensure they are kept up to date during the life of the programme and are supported by detailed risk logs.

For both CYPS and HSC the extent and complexity of change required over a short timescale is significant. We recognise that the planned level of change is required to ensure the delivery of recurrent savings, but we are concerned that this amount of change, required over a short time period may reduce the likelihood of delivery.

In order to ensure delivery the Council needs to consider if the current timeframe is realistic to achieve the planned scale of change. The Council should review the key milestones in place, taking into account that significant elements of the work are still underway and the full business cases have yet to be completed and agreed.

Recommendation 5

The Council should ensure the current timeframe is realistic to achieve its planned scale of change for CYPS and HSC. It should review the key milestones in place, taking into account that significant elements of the work are still underway and the full business cases have yet to be completed and agreed.

New Ways of Working (NWOW) / Bristol Workplace

In 2011 we raised two recommendations relating to the New Ways of Working Programme. They were that the Council should:

- 1 *develop a robust business case for the NWOW programme which clearly sets out what the programme aims to achieve and includes measurable non-financial outcomes against which progress can be monitored.*
- 2 *actively engage stakeholders in the New Ways of Working programme by identifying and profiling the stakeholders and developing a communication plan.*

The Council had originally planned to revise the business case, but in early 2011 concerns were raised as to whether the NWOW was a valid programme and in September 2011 an exception report highlighted that the programme was unable to achieve its expected benefits. Following a Cabinet briefing in late 2011 a Member

advisory working group was established and work began on developing a business case for the new enabler programme 'Bristol Workplace'.

On the 4 July 2012 Cabinet was presented with the Bristol Workplace business case. The business case is based on a strategic financial model and reviews the options available to the Council to consolidate and upgrade its office accommodation. The final option selection will be taken by the end of 2012.

The benefit to the Council of non-financial benefits is raised within the document, but it does not include measurable non-financial benefits. In order to ensure these non-financial benefits are delivered the Council should agree SMART objectives and outcomes against which progress could be monitored and assessed. In order to do this the Council also needs to establish a baseline against which progress can be monitored.

Recommendation 6

The Council should agree SMART non-financial objectives and outcomes for the Bristol Workplace programme.

The Bristol Workplace is considered to be an enabler programme. It should provide both financial and non-financial benefits to the Council as well as enabling other programme to provide benefits. It will have a direct influence on other change programmes and should deliver both organisational and cultural transformation.

The programme has a dedicated programme manager who will be responsible for ensuring the business case is up to date. During the course of this review and those completed in 2010 and 2011 we concluded that the Council has no track record of ensuring that business cases are up to date so that they can be relied upon as a current source of information. We are aware that the Council intends to complete a Programme Execution Plan which will set out the programme controls, systems and delivery tools. This will be a live document and the intention is that this document will be up dated as the programme progresses.

Recommendation 7

The Council should ensure that the business case for the Bristol Workplace programme is kept up to date and supported by a current programme execution plan.

Bristol Workplace programme is a high profile programme and it is important effective programme governance is in place. A programme board was established as part of the NWOV programme. This programme board is now responsible for the Bristol Workplace programme, although the Council are in the process of reviewing the membership and ensuring the programme board is fit for purpose.

The Council is in the process of assessing the resources required within the Council to support the programme, this includes communications and organisational development. Therefore our recommendation raised last year remains outstanding.

Recommendation 8

The Council should actively engage stakeholders in the Bristol Workplace programme by identifying and profiling the stakeholders and developing a communication plan.

The role of the Senior Responsible Officer (SRO) is also being reviewed. Currently the Interim Chief Executive is the SRO. It is important to ensure that the SRO has sufficient capacity to fulfil the requirements of this role, whilst ensuring such a high profile programme is sponsored and owned by the Chief Executive and the Strategic Leadership Team.

Recommendation 9

The Council should review the membership of the Bristol Workplace Programme Board and the role of the Senior Responsible Officer to ensure effective governance arrangements are in place.

Management of Intended Outcomes/Benefits

In our previous report (September 2011) we raised the following high level recommendation: *The Council should ensure all programmes are delivering SMART non-financial objectives and outcomes, which are aligned and considered alongside the outcomes for other programmes and are actively monitored.*

The Benefits Realisation Board (BRB) chaired by the Strategic Director of Corporate Services, is responsible for holding the programme and project officers to account for delivery of the cashable and non-cashable benefits. The BRB requires the programmes and projects to agree to a benefits contract against which progress will be monitored by the BRB.

To date benefits contracts have been developed for CYPS and HSC but have yet to be agreed. The focus of these contracts remains on cashable savings. This is also supported by the Bristol Workplace full business case. Therefore we consider that this recommendation remains relevant.

Recommendation 10

The Council should ensure all programmes are delivering SMART non-financial objectives and outcomes, which are aligned and considered alongside the outcomes for other programmes and are actively monitored.

Impact on service delivery

During periods of change it is important that the consequences and knock-on effects of change are understood and monitored in order to reduce and mitigate the impact. We established in our 2011 review that plans were in place to minimise disruption, but the likely impact on front line services was linked and should be considered as part of the change programme. We raised the following recommendation: *The Council should ensure it monitors the effect on services (business as usual) of organisational change to ensure the impact on performance is understood and the risk of any reduction in standards minimised.*

Currently performance monitoring of service delivery is undertaken as part of the Directorate Team Meetings, not within the programme boards or the PMG. We consider that this recommendation remains outstanding. The Council should either develop new performance metrics or use existing performance indicators to enable direct monitoring of those services likely to be affected by the change. We are concerned that at both an operational and strategic level, the impact that individual programmes may have on service delivery is unclear.

Monitoring the impact that organisational change will have on front line services becomes more difficult for large complex programmes, such as Health and Social Care Transformation, Children and Young People's Services Programme and cross cutting programmes such as the Bristol Workplace, but vital to ensure the effect is understood and minimised.

Recommendation 11

The Council should ensure it monitors the effect that organisational change has on service delivery to ensure the impact on performance is understood and the risk of any reduction in standards is minimised.

Programme Completion

Programme completion reports provide a formal opportunity to consider the lessons learnt and to evaluate a programme against its original objectives. In 2011 we were concerned that lessons learnt and closure reported were not report on a timely basis and that information was not being shared across programme managers.

We consider that these issues have been addressed. Programme managers meet regularly and closure and lessons learnt reports are available for the programme managers to view and share.

Appendix A – Action Plan

Rec No	Recommendation	Priority	Management Comments	Responsibility and deadline
1	The Council should review the role and capacity of the Portfolio Management Group to ensure arrangements are appropriate and effective.	H	The overall change governance arrangements are currently being reviewed by SODB. This will include the Portfolio Management Group role and membership and its relationship with other parts of the governance structure.	Service Director BC & ICT November 2012
2	The Council should review the role of Members in the current governance arrangements.	H	The Deputy Leader who is the executive member responsible for the business change programme receives briefings every month. This information will also be sent to Resources Scrutiny Commission Members to ensure there is ongoing and regular member oversight of the programme.	Strategic Director – Corporate Services. Ongoing
3	The Council should continue to review the documentation it produces to support the change portfolio, including information provided to Members.	M	The Executive Member for Resources currently receives a briefing on the monthly SODB portfolio commentary report. As part of the governance review we will consider the reporting of progress and benefits delivery, including that provided to Members. This will need to be considered with the incoming Mayor's requirements.	Service Director BC&ICT February 2013
4	The Council should develop full business cases for the CYPS and HSC programmes, ensure they are kept up to date during the life of the programme and are supported by detailed risk logs.	H	These business cases are nearing completion. We agree the need to keep the business cases up to date. Identification of risk is a key element of the business case process and we will keep updating this assessment.	Strategic Leadership Team Ongoing
5	The Council should ensure the current timeframe is realistic to achieve its planned scale of change for CYPS and HSC. It should review the key milestones in place, taking into account that significant elements of the work are still underway and the full business cases have yet to be completed and agreed.	H	The CYPS and HSC change programmes are fundamental to the future financial sustainability of the council. A great deal of progress has been made to date which this report does not fully reflect. Clear milestones are in place and we will continue to prioritise this activity.	Strategic Leadership Team Ongoing

Rec No	Recommendation	Priority	Management Comments	Responsibility and deadline
6	The Council should agree SMART non-financial objectives and outcomes for the Bristol Workplace programme.	H	Agreed. This is an ongoing process.	Strategic Leadership Team Ongoing
7	The Council should ensure that the business case for the Bristol Workplace programme is kept up to date and supported by a current programme execution plan.	M	The high level strategic business case has been agreed by Cabinet and work is now taking place to agree the full business case. This will have a clear focus on the execution plan.	Chief Executive March 2012
8	The Council should actively engage stakeholders in the Bristol Workplace programme by identifying and profiling the stakeholders and developing a communication plan.	H	Agreed. See above	Chief Executive March 2012
9	The Council should review the membership of the Bristol Workplace Programme Board and the role of the Senior Responsible Officer to ensure effective governance arrangements are in place.	H	A new Senior Responsible Officer has been identified. As part of the work to develop the full business case a full review of the governance arrangements will take place.	Head of Executive Office March 2012
10	The Council should ensure all programmes are delivering SMART non-financial objectives and outcomes, which are aligned and considered alongside the outcomes for other programmes and are actively monitored.	H	Good progress has been made in defining and tracking benefits through the adoption of benefits contracts and review of progress by the Benefits Realisation Board. It is accepted that this approach needs to be further embedded, and a greater focus on the measurement of non financial benefits is needed.	Service Director BC&ICT Ongoing
11	The Council should ensure it monitors the effect that organisational change has on service delivery to ensure the impact on performance is understood and the risk of any reduction in standards is minimised.	H	Some projects are now starting to predict and track the effect of change on service delivery. This needs to become a standard part of our programme/project methodology. Business case and other supporting documentation will be amended to embed this approach as consistent practice across all change programmes.	Service Director BC &ICT January 2013



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