

Strategic Policy,
Transformation &
Public Sector
Reform

Improvement Plan
2018/19





Context

A new service area of Strategic Policy, Transformation and Public Sector Reform was introduced last year to enable Angus Council to better coordinate its approach to strategic planning both corporately and with our partners and to build upon reforms set out in the Christie report around public sector reform. A further aspect of the vision for the service was to build a change programme that was able to deliver savings as well as be focussed on the delivery of better outcomes. A new focus around the economy, people and place has emerged over the year and become the three pillars on which our plans and our changes are built.

As this is a new service area with new aspects of the service being designed through the managers review this improvement plan captures the areas of work that require to be actioned over the coming year. This plan will therefore be developed with the new team, but it is important to give an overview of the intended direction for the team's work over the coming year.

The principles informing our improvement plan focus on:-

- Reforms must aim to empower individuals and communities receiving public services by involving them in the design and delivery of the services they use.
- Public service providers must be required to work much more closely in partnership, to integrate service provision and thus improve the outcomes they achieve.
- We must prioritise expenditure on public services which prevent negative outcomes from arising.
- And our whole system of public services - public, third and private sectors - must become more efficient by reducing duplication and sharing services wherever possible.

Strategic Policy

The Community Empowerment Act has required Angus Council and partners to change the way we work together, to enable better planning together. The Act also introduced support arrangements for communities to work with the public sector in a new way, as well as being empowered to lead and develop services for their own communities.

In response to this new legislation we have been changing the way we will work and over the last year we have seen the creation of a new service area in Chief Executive's charged with leading strategic policy with our partners through the development of the Local Outcomes Improvement Plan and four Locality Plans. These plans were supported by Angus Council and signed off by the Angus Community Planning Partnership in September 2017. An integrated policy and planning landscape is captured in the tree diagram below.



In addition, the Council's corporate plan aligns to focus our intent in the delivery of improved outcomes and corporate priorities.

Transformation

Transforming the business of Angus Council has become an ever increasing priority as resources are reduced and savings need to be made. The last year has seen the council's management team take on the responsibility for transformational change. This has developed into a change programme for Angus Council and now also includes how we will intend to deliver actions that are outcome focussed in order to see shifts in resources over time.

Key to our transformation will be understanding why we are doing things, how we will do them and being clear about what we will do.



Public Sector Reform

There have been significant reforms which Angus Council has responded to over the year including the guidance associated with the Community Empowerment Act, Participatory Budgeting, Public Health, Planning reform, Education Bill and economic agency reforms. All of these proposed changes to legislation, guidance and structures change the way we conduct our corporate business in Angus, how we collaborate with others and the investments we need to make to ensure our economy, our people and our places have the best possible services that are fit for the future and enable Angus Council to meet its statutory obligations.

Angus Council

will be better, stronger,

more sustainable and smaller

Areas of Action

Strategic Policy

- Implementing the ambitions set out in the Local Outcomes Improvement Plan and delivering an assessment of performance against our ambitions.
- Linking to locality plans and shifting to early intervention & prevention and reducing inequalities are key policy drivers.
- Participation and development of regional collaboration through city deal to improve economic outcomes for Angus.
- Establishing an economic development service for maximum impact and business growth in Angus.
- Establishing stronger partnership working through the Angus Community Planning Partnership and its constituent groups in order to ensure resource shifts to the delivery of our collective priorities.
- Further development of our evidence base to support the delivery of the LOIP and corporate plan.
- Responding to corporate policy changes proposed by Scottish Government.

Transformation

- Implementing and further development of the change programme including delivering required savings and identifying investment against our strategic outcomes and priorities.
- Enhancing and developing collaborative working relationships with neighbouring councils through shared services, learning and practice.
- Further development of performance measures and public performance reporting to report on the delivery of the priorities set out in the corporate plan.
- Developing a performance led approach to improvement and implementation of a programme of self-evaluation.
- Improving efficiency through the changes in organisational design ensuring fairness and transparency.
- Initial development of a zero based budgeting approach to council budgeting.
- Development of a talent programme to ensure we have a workforce fit for the future
- Leadership development in line with the council's vision of being better, stronger, more sustainable and smaller.
- Improving communication of our policies, practice, decisions and intent.
- Continued and sustained efforts in moving to become a digital organisation by 2020.
- Ensuring effective corporate governance & risk management and supporting members to undertake their scrutiny function.
- Delivering Internal Audit and counter fraud arrangements and supporting the external audit arrangements for Angus Council

- Development of our strategic commissioning arrangements with Angus Health & Social Care Partnership, Angus Alive, Tayside Contracts and the Third Sector in Angus to deliver on priorities and outcomes

Public Sector Reform

- Ensuring progress is made in delivering our **partnership** approach in Angus.
- Promotion of a **preventative** approach to the delivery of services.
- Ensuring a **performance** led approach is taken to inform planning and change.
- Encouraging our **people** to be strong, resilient and happy.
- Keeping abreast of reform proposals for public services in Scotland ensuring Angus is best placed to lead and develop strategic changes.