

Resources Directorate
Improvement Plan

2016 – 2019

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VISION, STRATEGIC OBJECTIVES AND LOCAL OUTCOMES

The vision of Angus Council is that:

'Angus is a place where a first class quality of life can be enjoyed by all'

We will contribute to the achievement of that vision by having a clear focus on outcomes, quality and sustainability, we will:

- do what we say and do it well
- value the contribution of others
- be open to the changes which will lead to improvement
- demonstrate fairness and equality in everything we do

Behind this vision is a set of core values that underpin all of our work:

- ambition and continuous improvement
- honesty and integrity
- trust and respect
- responsibility and accountability

This Resources Directorate Improvement Plan will focus on the Council's priorities to support the achievement of that vision. It will also contribute to the achievement of the Angus Community Planning Partnership priorities that our communities are:

- **Prosperous and Fair**
- **Learning and Supportive**
- **Safe and Strong**
- **Caring and Healthy**
- **Sustainable**

The Resources directorate was established in April 2013 as part of a major management restructuring exercise which saw Council departments reducing from six into three new directorates. This restructuring was a significant milestone in the transformation of the Council into a more sustainable, outcome and citizen focused organisation.

The increase in demand for services and rising customer expectations along with the reduction in resources we are facing requires us to be innovative and creative in our approach and to ensure our operations are as effective and efficient as possible. The creation of the Resources directorate has brought key corporate support services under a single directorate with emphasis on supporting the Council in the delivery of its outcomes and priorities.

The Resources directorate will work hard to provide high quality professional support to the Council and its front-line services while ensuring that our overall corporate governance is effective. However, the operating environment of the Council is continually changing and we need to adapt and respond to this situation. Over the period of this improvement plan the key challenges facing the Resources directorate are:

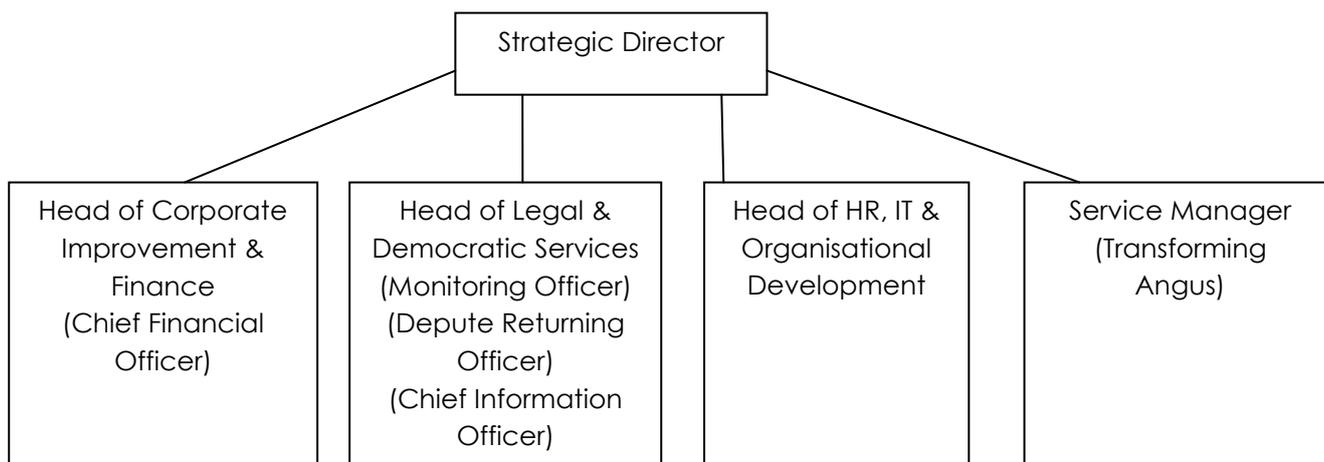
- Supporting the Council to reduce its costs, increase its income and deliver a legal and balanced budget;
- Leading on the implementation of priority based budget and outcome monitoring;
- Delivering agreed savings over the next three financial years and all of the service review, re-design and investment this will require. Wherever possible we will seek to maximise savings through improved efficiency;
- Continuing to maximise local taxation collection levels against a background of welfare reform and a continuing difficult economic climate;

- Leading and contributing towards delivering the Council's transformation change programme including providing professional expertise to support service review and redesign in other directorates;
- Delivering two statutory elections, community council elections, the proposed referendum on Europe and local and Westminster boundary reviews over the next three years;
- Delivering a new model for the provision of the Council's print and copy services;
- Embedding the Council's Information Governance Strategy across all services;
- Leading organisational and employee development while supporting services in implementing the reduction in staffing levels that will occur across the Council over the next three years without critically affecting service delivery;
- Managing employee relations and engaging with trade unions constructively during on-going change;
- Ensuring our infrastructure and data operations enable the effective delivery of the council's business;
- Delivering and supporting the expanding demands on Resources services with reduced staffing levels and budgets;
- Developing greater resource collaboration between the Council and our partners;
- Delivering the actions associated with the agreed Workforce Strategy;
- Delivering the actions associated with the agreed agile and accommodation strategies;
- Maintaining core services and delivering statutory functions alongside the significant call for support from the Council's change programme.

SERVICE PROFILE

The Resources directorate comprises three services: Corporate Improvement & Finance; Legal & Democratic Services and Organisational Change (HR, IT, Organisational Development and Safety, Health & Wellbeing). These services provide key professional and support services which substantially contribute to the strategic management and operational efficiency and effectiveness of the Council. The Transforming Angus Programme Office team which is responsible for supporting the implementation of the Council's change programme is also based within the Resources directorate.

Services to the public are provided by Corporate Improvement & Finance (Revenues & Benefits) and Legal and Democratic Services (Licensing and Registration) in addition to their support service functions.



Corporate Improvement & Finance

Revenues and Benefits:

- Council Tax
- Housing Benefit
- Council Tax Reduction
- Scottish Welfare Fund
- Discretionary Housing Payments
- Educational Benefits
- Non-Domestic Rates
- Sales Ledger Administration
- Rent Arrears Collection

Financial Services:

- Financial Services
- Treasury Management
- Corporate Procurement
- Co-ordination of final accounts, budget preparation and monitoring
- Administration of corporate ledger system

Corporate Improvement

- Corporate Planning, Corporate Performance Management, Continuous Improvement & Self Assessment
- Investors in People
- Corporate Equalities
- Public Performance Reporting, Benchmarking

Legal & Democratic Services

Legal Services:

- Legal services, support and guidance
- Advice to council committees
- Strategic legal support to corporate projects including Transforming Angus
- Freedom of Information and Data Protection policy and advice
- Clerk to the Licensing Board
- Civic & Miscellaneous Licensing
- Ombudsman complaints
- Registration Service
- Information Governance

Democratic Services

- Committee Administration
- Charities Administration
- Support to the Council's political decision making structures

Elections & Directorate Business Support

- Election Management
- Boundary Reviews
- Resources Directorate Business Support
- Angus House facilities support
- Directorate Performance Management
- Print and MFD copy services

Organisational Change:

HR

- HR and employee relations
- Staffing and Payroll services

IT

- Education ICT
- Network and Communications
- Infrastructure
- Software Development
- E-mail & Internet
- IT Security

- Service Desk & Support

Organisational Development

- Leadership and management development
- Employee development
- E-learning
- Elected member development

Safety, Health & Wellbeing

- Statutory health and safety advice and reporting
- Safety, health and wellbeing advice, guidance and support
- Fire safety management advice, guidance and support

Transforming Angus (TA):

- Implementation of the Council's change programme, Transforming Angus
- Building services capacity to lead future change
- Review and consolidation of the property and school estate
- Management of the Council's strategic partnership with EY

KEY STRENGTHS

The Resources directorate will continue to build on its strengths and use these as the foundations of our improvement.

The key strengths of the directorate are:

- A committed and competent leadership team;
- The ability to provide high quality support services which underpins the business of the Council;
- A track record of strong financial leadership, governance and planning;
- A clear understanding of the need to prioritise service delivery;
- A dedicated and resourced programme office to support the delivery of transformational change;
- Promoting and enabling partnership working;
- The successful and effective management of elections and the democratic work of the Council;
- A competent, motivated professional and qualified workforce in place to deliver high quality services and committed to driving and delivering change;
- Leading the provision of a high quality and effective leadership development programme;

Evidence to support these key strengths:

- Implementing a new Priority Based Budgeting approach for the Council for 2016/17 Budget Setting process;
- Helping the Council deliver balanced budgets and achieve unqualified audit certificates on its Accounting Statements;
- Achieving collection rates for Council Tax and Non-Domestic Rates which are among the best in Scotland;
- The Revenues & Benefits service being awarded the "best in Scotland" by their professional institute, the Institute of Revenues Rating & Valuation (IRRV);
- Angus Council noted as "Best Council in Scotland" at Public Performance Reporting for three years running according to Audit Scotland measures;
- Complying with Public Sector Network (PSN) requirements to achieve PSN accreditation;
- Maintaining the IIP standard;
- The finalisation and approval of the Angus Integration Scheme to support Health & Social Care Integration. Officers continue to be actively engaged in a range of local and national working groups;
- The effective co-ordination and management of the UK Parliamentary Election and community councils elections;
- The development of Agile Angus and the model for roll-out across the organisation;
- Development of a strategic plan to facilitate the provision of technological solutions to support a digital by design approach to service design;
- Working with partners to develop and share coaching resources and to adopt an integrated approach to providing coaching;
- The review of IT service structure;
- The review of the Democratic Services team and the Council's print and copy services – the implementation of key recommendations is underway;
- Continuously updating and delivering the leadership development programme;
- Developing agreed Workforce Strategy;
- Developing an effective employee relations model;
- Developing the Transforming Angus programme governance arrangements.

AREAS FOR FURTHER DEVELOPMENT

We will seek to further develop and improve our services by:

- Embedding a culture of good information and records management across the organisation to support informed decision and policy making;
- Embedding the performance management framework to support decision- making and to demonstrate progress against planned outcomes;
- Continually identifying ways in which to improve the efficiency and effectiveness of all our services;
- Implementing the Agile strategy to deliver a sustainable property estate agile working practices and improved service delivery;
- Implementing the Workforce Strategy and associated action plans;
- Ensuring adequate resources are in place to drive technological improvement which supports the Council's transformational change programme/digital by design approach to service delivery.

OUTCOMES AND PRIORITIES

The Resources directorate seeks to support the Council delivery of all local outcomes.

There are currently no outcomes within the Single Outcome Agreement (SOA) for which the directorate is directly responsible for delivering. However, the directorate will lead on aspects of the Community Planning Partnership Improvement Action Plan and it contributes to the achievement of SOA targets and the Council's corporate plan in an indirect way through our support to other services.

The key priorities for the Resources directorate over the next three to five years are:

Partnership Priorities and Local Outcomes	Council Priorities	Resources Directorate Priorities
<p>Managing Our Business:</p>	<ul style="list-style-type: none"> ➤ Transformational Change 	<ul style="list-style-type: none"> ➤ Deliver the key strands of the Transforming Angus programme ➤ Develop our approach to Priority Based Budgeting and Resource Allocation based on outcomes ➤ Ensure the Council has a high performing, confident workforce ➤ Ensure continued effective governance, financial control and statutory compliance ➤ Deliver a resilient IT and communications infrastructure to support the transformational change agenda

Priority: Deliver the key strands of the Transforming Angus programme

What the service will do:

- Manage the activity of the Transforming Angus Programme Office and ensure its effective contribution to the successful implementation of the TA change programme;
- Lead on the implementation of specific areas of the change programme;
- Implement the Transforming Angus programme governance arrangements.

How we will do this:

- We will support and implement strategic governance of the Transforming Angus programme including the work of the Programme Board;
- We will lead and support the implementation of the Transforming Angus programme;
- We will develop and manage the Transforming Angus programme office to support the Council's change programme;
- We will lead and support the procurement and delivery of major projects included in the Council's school estate improvement programme;
- We will lead and support the development and implementation of improved business processes programme and in particular the work of the Channel Shift Board;
- We will develop and implement governance arrangements which support the Transforming Angus programme to facilitate the Council's transformational change programme;
- We will manage the Council's relationship with our strategic partner, EY.

We will measure this by monitoring the:

- Benefits realised from the entire Transforming Angus change programme (i.e. improved outcomes across full programme)
- Number of council projects progressed through the Transforming Angus programme in a controlled programme/project delivery environment;
- Feedback from services.

Priority: Develop our approach to Priority Based Budgeting and Resource Allocation based on outcomes

What the service will do:

- Support the Council and its Community Planning Partners to embed a priority based approach to resource allocation which focuses on outcomes to be achieved.

How we will do this:

- We will, with support from the Improvement Service, identify pilot initiatives in key areas which can demonstrate how to make budgeting for priorities and outcomes achievable;
- 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.

We will measure this by monitoring the:

- The level of savings and investment made in priority budget areas

Priority: **Ensure the Council has a high performing, confident workforce**

What the service will do:

- Lead and support workforce and organisational change and development across the Council;
- Build workforce capacity, flexibility adaptability and resilience;
- Develop a culture of high performance and improvement;
- Improve health, safety and well-being management arrangements across the Council.

How we will do this:

- We will implement our workforce strategy;
- We will implement people management policies;
- We will provide learning and development opportunities that support and build the sustainable capacity of our employees and teams;
- We will lead the implementation of the revised safety management framework;
- We will implement an electronic employee performance management system;
- We will roll out our new employee competency framework.

We will measure this by monitoring the:

- Qualitative methods including implementation of actions from liP reviews, employee surveys and exit interviews to assess our performance and will develop further robust tools for this purpose;
- Results of the Employee Attitude Survey;
- Sickness absence (Resources)% (KPI);
- Sickness absence days lost per employee (Resources)(KPI);
- Employee Turnover Rate (Resources) (KPI);
- Sickness absence days lost per employee (all non teaching employees)(KPI);
- Average number of working days per employee lost through sickness absence for all other local government employees (SPI);
- % of the highest paid 5% of earners among council employees that are women (SPI) (LGBF);

Identified Risk: **Sound Resource Management**

Risk Description: There is a risk, with the proposed reductions in the staffing resources available and the increase in demand to support major Transforming Angus programme projects that resources may be used ineffectively or individual workloads become too great leading to a greater risk of services being unable to maintain the current pace of change.

Likelihood: **3 Low to High**

Potential Impact: **4 Major**

Overall Risk Score: **12**

Risk Appetite Score: **10**

Risk Actions in place to mitigate risk:

- We will monitor staff workloads and sickness absence levels through analysis of flexi-time and sickness absence records.
- We will develop and diversify the skills of existing staff and facilitate the transfer of knowledge and skills when key employees are leaving the Council.
- We will improve dialogue and engagement with trade unions.
- We will ensure that managers at all levels monitor staff for signs of work related stress and where necessary discuss concerns with staff.
- We will encourage staff to share best practice, suggestions and ideas to improve efficiency to assist managers in ensuring that workloads for all staff are maintained at a manageable level.
- We will ensure that the Executive Leadership Team is more robust with colleagues and other directorates in dealing with new/additional requests for support particularly for new projects and initiatives prior to existing priorities being met.

Identified Risk: **Staff Recruitment & Retention**

Risk Description: There is a risk as a directorate we will be unable to recruit, retain and motivate staff to deliver our services effectively in the current economic climate with local authorities required to continue to deliver high quality services despite significant reductions to their budgets.

Likelihood: **4 High**

Potential Impact: **3 Significant**

Overall Risk Score: **12**

Risk Appetite Score: **10**

Risk Actions in place to mitigate risk:

- We will continually monitor staff workloads and working hours to ensure that we continue to provide an effective service without placing undue burdens on staff.
- We will ensure that staff are aware of; and where appropriate make use of employee benefits such as flexible working policies, PAM assist etc. to improve work/life balance.
- We will consider modern apprenticeships and graduate/trainee recruitment as a means of "growing our own" and supporting our Youth Employment objectives.

Priority: **Ensure continued effective governance, financial control and statutory compliance**

What the service will do:

- Ensure good systems of governance are in place and being adhered to;
- Ensure statutory compliance with any new/amended legislation;
- Support all services of the Council to deliver existing agreed budget savings to ensure that a balanced budget can be set for each financial year and identify further savings into future years;
- Deliver accurate election results in which all stakeholders have confidence.

How we will do this:

- We will carry out an evaluation of all activities undertaken at previous elections and implement improvements for forthcoming elections, where appropriate;
- We will engage with people who want to stand for election to ensure they can have confidence in the management of the process and result.
- We will oversee the implementation of the Council's Information Governance Strategy and Action Plan and ensure the Council complies with the Records Management (Scotland) Act 2011;
- We will support the major changes required by the Children's Hearing (Scotland) Act 2011;
- We will support the Local Government Boundary Commission for Scotland in their Fifth Statutory Review of Local Government Electoral Arrangements and the Boundary Commission for Scotland in the forthcoming review of Westminster Parliamentary Boundaries.

We will measure this by monitoring the:

- % of actions completed in the Annual Corporate Governance Assurance Statement Improvement Plan;
- % of agreed budget savings for the People and Communities Directorates and Chief Executive's unit in 2016/17 delivered;
- Electoral Commission's Returning Officer and Electoral Registration Officer Key Performance Indicators;
- Post-election evaluation exercises;

Identified Risk: **Delivery of future budget savings**

Risk Description: There is a risk that the directorate will require to significantly reduce the services provided as the requirement to find additional future savings leads to further reductions in staff resources.

Likelihood: 4 High
Potential Impact: 3 Significant
Overall Risk Score: 12
Risk Appetite Score: 10

Risk Actions in place to mitigate risk:

- We will review our current work practices to identify more efficient ways of working to deliver transformational change across the directorate.
- We will prioritise workloads applying resources accordingly and where necessary reduce our delivery of non-priority services.

Priority: **Deliver a resilient IT and communications infrastructure to support the change agenda**

What the service will do:

- Drive technological improvement to support the agile and digital agendas.

How we will do this:

- We will support and enable the implementation of the Council's Angus Digital strategy;
- We will maintain the Council's accreditation to the Public Sector Network (PSN);
- We will implement Scotland Wide Area Network (SWAN).

We will measure this by monitoring the:

- Delivery of the agreed Angus Digital priorities;
- The receipt of PSN accreditation for the organisation;

Identified Risk: **Major disruption in continuity of IT operations**

Risk Description: There is a risk with an increased dependency on IT systems that in the event of a major IT infrastructure failure the Council will be unable to deliver critical services.

Likelihood: **3 Low to High**

Potential Impact: **4 – Major**

Overall Risk Score: **12**

Risk Appetite Score: **10**

Risk Actions in place to mitigate risk:

- We will ensure that Recovery plans are in place for all core IT systems and are regularly tested to ensure that recovery to BAU can be delivered within agreed recovery time objectives.

Other Performance Measures

In addition to the specific monitoring for priorities listed above the Resources Directorate will also monitor performance against the following measures as a means of assessing how well it is doing to deliver its core day to day services:

- The cost of collecting council tax per dwelling (SPI) (LGBF);
- The % of income due from council tax for the year excluding relief's and rebates that was received by the end of the year (SPI) (LGBF);
- Average number of days to decide new claims for council tax and housing benefits from the date of receipt of the claim (KPI);
- Average number of days to process changes of circumstances for council tax and housing benefits from the date of receipt of the notification of the change (KPI)
- Gross benefit administration cost per case (KPI)
- Proportion of outstanding sundry debt that is more than 90 days old from date of invoice as at 31 March (KPI);
- Total procurement savings achieved year on year, including both cash and non-cash (KPI);
- Total transactions that are e-transactions(through an e-procurement system) (KPI);
- Central support services (external to services) as a proportion of Council running costs (LGBF);
- Cost of Democratic Core per 1,000 population (LGBF);
- The % of invoices sampled and paid within 30 days (SPI)(LGBF);