

Resources Directorate  
Improvement Plan

2015 – 2018

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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:

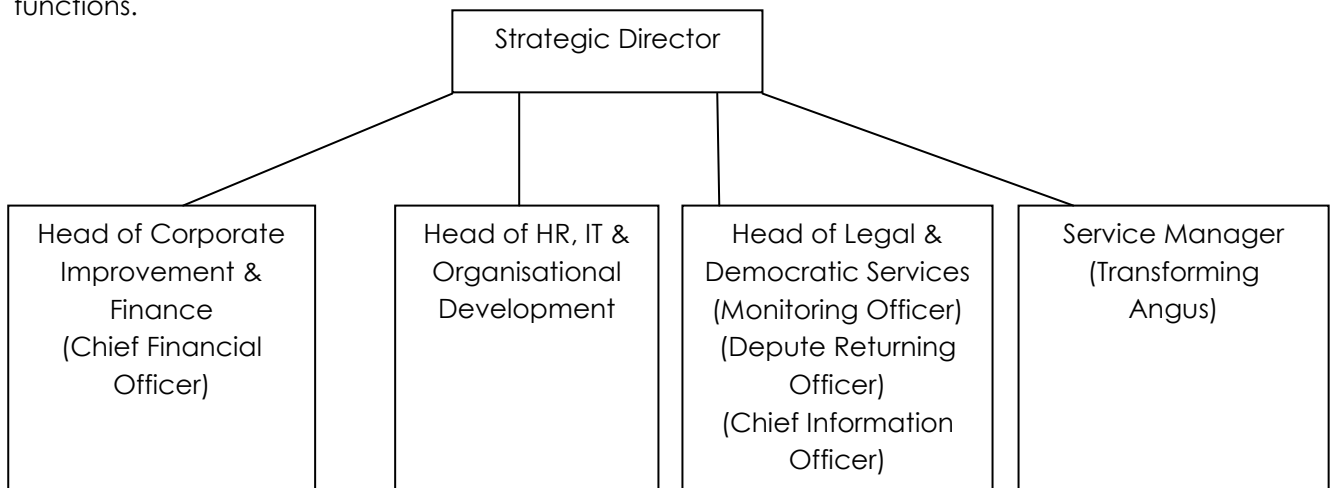
- Supporting the Council to reduce its costs, increase its income and deliver a legal and balanced budget;
- Leading the development and implementation of priority based budget and outcome monitoring;
- Delivering £0.814 million of agreed savings over the next two financial years and all of the service review, redesign 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 which impacts on the most vulnerable in our community 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 three statutory elections and a major local government boundary review 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 ongoing change;
- Ensuring our infrastructure and data operations maintain the required level of security to maintain compliance with national legislation in the face of increased expectation and demand on ICT capability;
- Delivering and supporting the expanding range of ICT capability with reduced staffing levels and budgets;
- Delivering greater resource collaboration between the Council and our partners.

## PROFILE

The new Resources directorate comprises of three services: Corporate Improvement & Finance; Legal & Democratic Services and Human Resources, Information Technology and Organisational Development (HR, IT & Organisational Development). 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 who are responsible for supporting the implementation of the Council's change programme are 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

Financial Services:

- Financial Services
- Treasury Management
- Corporate Procurement
- Co-ordination of final accounts, budget preparation and monitoring
- Administration of sales and purchase ledgers

Corporate Improvement

- Corporate Planning, Performance Management, Improvement & Self Assessment
- Investors in People
- Corporate Equalities

## **HR, IT & Organisational Development**

HR:

- Personnel and Employee relations
- Staffing and Payroll services
- Health, Safety and Well-being

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

## **Legal & Democratic Services**

Legal Services:

- Legal services, support and guidance
- Advice to council committees
- Freedom of Information and Data Protection policy and advice
- Clerk to the Licensing Board
- Civic & Miscellaneous Licensing
- Ombudsman complaints
- Registration Service

Democratic Services

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

Elections & Directorate Business Support

- Election Management
- Boundary Reviews
- Information Governance
- Business Support
- Angus House facilities support
- Directorate Performance Management
- Print Services

**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

## 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 extremely competent leadership team;
- The capacity 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:

- Successful management of the Finance Services Review in line with the Council's new Managing Workforce Change policies;
- Achieving collection rates for Council Tax and Non-Domestic Rates which are among the best in Scotland;
- Implementation of Risk Based Verification for benefit claims and online forms for council tax and benefit applications;
- Completing the review of charity accounts and establishing the Angus Council Charitable Trust (ACCT);
- Completing a review of the Council's Standing Orders and Related Documents and Financial Regulations;
- Complying with Public Sector Network (PSN) requirements to achieve PSN accreditation;
- Helping the Council deliver balanced budgets and achieve unqualified audit certificates on its Accounting Statements;
- The completion of council-wide lIP reviews;
- Laying the foundations for strategically important work such as the tender and commissioning of the Council's Strategic Partner and the establishment of the TA Programme Office;
- Development of the Draft Integration Scheme and related governance arrangements to support the Health & Social Care Integration process;
- The provision of legal and financial support to the Brechin Community Campus and Forfar Community Campus projects to allow construction work to commence on site;
- The development of a Continuous Improvement Strategy for the Council;
- The effective co-ordination and management of the European Parliamentary Election and Scottish Independence Referendum;
- Implementing Agile Working technology;
- Working with partners to develop and share coaching resources and to adopt an integrated approach to providing coaching;
- Delivering a leadership development programme.



## AREAS FOR FURTHER DEVELOPMENT

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

- Developing the Transforming Angus programme governance arrangements;
- Embedding a culture of good information and records management across the organisation to support informed decision and policy making;
- Implementing and embedding the Continuous Improvement Strategy across the Council;
- Developing a strong 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;
- Developing and implementing an Agile strategy to create a sustainable property estate through agile working practices and improved service delivery;
- Developing a Workforce Strategy and associated action plans;
- Ensuring adequate resources are in place to drive technological improvement which support the agile and digital agendas;
- Developing our approach to Risk Management to ensure that new key business risks are identified timeously and any existing risks are reviewed regularly to ensure actions to mitigate these risks are taken;
- Developing our approach to Business Continuity planning to ensure that key Council services can be maintained in the event of a major incident;
- Developing our approach to corporate Health, Safety and Well-being management to ensure we meet our statutory obligations to employees, service users and members of the public.
- Develop our approach to staff development across the directorate to ensure that all members of staff have similar access to learning and development opportunities.

## 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><b>Communities that are Caring and Healthy:</b></p> <ul style="list-style-type: none"> <li>➤ We have improved the health and wellbeing of our people and inequalities are reduced</li> </ul>	<ul style="list-style-type: none"> <li>➤ Integration of Health and Social Care</li> </ul>	<ul style="list-style-type: none"> <li>➤ Support the work of the Angus Joint Integration Board for Health &amp; Social Care</li> <li>➤ Effective management of the impacts of Welfare Reform and other legislative changes</li> </ul>
<p><b>Managing Our Business:</b></p>	<ul style="list-style-type: none"> <li>➤ Transformational Change</li> </ul>	<ul style="list-style-type: none"> <li>➤ Deliver the key strands of the Transforming Angus programme</li> <li>➤ Develop our approach to Priority Based Budgeting and Resource Allocation based on outcomes</li> <li>➤ Design and implement sustainable support services that are 'fit for purpose' as the Council changes</li> <li>➤ Ensure the Council has a high performing, confident workforce</li> <li>➤ Ensure continued effective governance, financial control and statutory compliance</li> <li>➤ Deliver a resilient IT and communications infrastructure to support the change agenda</li> </ul>

**Priority:** Support the work of the Angus Joint Integration Board for Health & Social Care

**What the service will do:**

- Provide legal, financial, HR, IT & OD advice and support to the work of the Joint Board;
- Help shape the governance arrangements and interface between the Council and the Joint Board;
- Work across organisational boundaries in Tayside to ensure the effective implementation of Health & Social Care Integration and the delivery of the Joint Board's Strategic Plan.

**How we will do this:**

- Participate in local and national working groups established to support the integration process;
- Participate in the Angus Project Board and Tayside Joint Issues Group;
- Lead and participate in the internal Health & Social Care Integration monitoring group.

**We will measure this by monitoring the:**

- Timely production of the Health & Social Care Integration Scheme and Strategic Plan;
- Effective recruitment and selection of a Health & Social Care Integration Chief Officer and Chief Financial Officer;
- Establishment of effective elected member representation on the Integration Joint Board;
- Establishment of appropriate support services for post integration functions.

**Priority:** Effective management of the impacts of Welfare Reform and other legislative changes

**What the service will do:**

- Ensure Angus citizens have access to a range of support and assistance services to help them with the impacts of welfare reform;
- Provide Discretionary Housing Payments, Community Care and Crisis Grants to eligible claimants.

**How we will do this:**

- We will manage the Discretionary Housing Payments, Community Care and Crisis Grants funds;
- We will support the Council's implementation of its digital skills and financial inclusions strategies;
- We will work with the Department for Work & Pensions to implement a local support services framework for Angus citizens affected by welfare reform;
- We will conclude the redesign of the visiting officer service in conjunction with the Communities Directorate;
- We will lead the multi-agency Angus Welfare Reform Group to respond to customer needs and drive improvement.

### **We will measure this by monitoring the:**

- Number of applications, approval rates and spend on Discretionary Housing Payments, Community Care and Crisis Grant budgets;
- Progress in delivering the ten recommendations of [Angus Council Report No 391/13](#);
- 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).

**Priority:**            **Deliver the key strands of the Transforming Angus programme**

### **What the service will do:**

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

### **How we will do this:**

- We will lead and support the implementation of the Agile Working Strategy and progress arrangements to create a sustainable property estate;
- We will lead the implementation of the Angus Digital change programmes and ensure delivery of a council wide digital roadmap and strategy;
- We will develop and implement policies which support the Transforming Angus programme to facilitate the Council's change programme;
- We will support the Dundee and Angus Residual Waste project in partnership with Dundee City Council;
- We will support the progression and implementation of the most appropriate model of provision for the delivery of Cultural and Leisure services;
- We will lead and support the procurement and delivery of major projects included in the Council's school estate improvement programme;
- We will support the review of specific areas of corporate procurement arrangements;
- We will support the implementation of the transfer of fleet services and the provision of the new Angus Community Recycling Opportunity Partnership (ACROP) facility in Arbroath;
- We will support the examination of options in relation to the provision of waste collection and grounds maintenance services;
- We will support the progression and implementation of the most appropriate model of provision for 'Help to Live at Home' services;
- We will support the project management arrangements for service reviews where required;
- We will support the progression and implementation of providing improvements to passenger transport (including green fleet);
- We will examine opportunities for income, investment and growth, to generate new revenue streams for the Council;
- We will collaborate and manage the input of our Strategic Partner where this has been identified as being required to support the delivery of specific work streams, and identify new opportunities to support the Transforming Angus change programme;

- We will develop and manage the Transforming Angus programme office to support the Council's change programme;
- We will support the strategic governance of the Transforming Angus programme including the work of the Programme Board;

**We will measure this by monitoring the:**

- Identification of benefits realised from the entire Transforming Angus change programme (i.e. improved outcomes across full programme)
- Identification of benefits realised from specific projects (i.e. improved outputs from individual projects);
- Number of council projects (those who have a project initiation document or similar) being developed by the Transforming Angus Programme Office in a controlled programme/project delivery environment and adopting best practice;
- Feedback from services in relation to Transforming Angus programme governance arrangements and identification of areas for development/improvement from lessons learnt.

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

**What the service will do:**

- Assist services across the Council and Community Planning Partnership to identify and agree longer term expenditure shifts to maximise outcomes with an emphasis on prevention.

**How we will do this:**

- We will undertake public engagement/consultation to inform the 2015/18 budget setting process across partnership agencies;
- 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 review our budget setting process to enable elected members to focus on key priorities and outcomes to be delivered and officers to focus on the operational detail and practicalities of delivery.

**We will measure this by monitoring the:**

- Development and implementation of Priority Based Budgeting across the Council
- Development and implementation of resource collaboration across the Community Planning Partnership.
- The outcomes and lessons learnt from the pilot work with the Improvement Service on outcome planning and collaborative resourcing.

**Priority: Design and implement sustainable support services which are “fit for purpose” as the Council changes**

**What the service will do:**

- Continuously review and improve services;
- Ensure Angus Council has an efficient approach to the collection of income from our customers and pursuit of debts outstanding
- Secure customer feedback on the quality and effectiveness of our services and design improvements to increase customer satisfaction;
- Establish service standards for internal support services;
- Implement, in full, all agreed 2014/17 budget savings for the Resources Directorate.

**How we will do this:**

- We will undertake a corporate self assessment for the Council to identify areas for improvement;
- We will roll out self-assessment across all directorates as part of our continuous improvement strategy;
- We will deliver existing budget saving decisions over the period 2014/17;
- We will complete Phase 1 of our strategic review of procurement;
- We will complete Phase 1 of our Purchase to Pay strategy to provide a simplified and more efficient process to buying and paying for goods;
- We will implement a Council Tax text reminder and payment by smartphone system;
- We will undertake a cost/benefit analysis to ascertain the value of undertaking a whole scale review of the clerical/admin function across the Council.
- We will complete a review of the Council's print and copy services including the re-negotiation of the current MFD contract;
- We will carry out a review of Democratic Services to align the service with the Council's new Committee structure;
- We will implement the recommendations from the review of conditions applied to taxi/private hire car licences and taxi/private hire car driver's licences;
- We will complete the implementation of a comprehensive Income Strategy for the Council including a redesign of the Council's debt collection arrangements and transferring rent collection from Housing to the Revenues & Benefits Service;
- We will implement new approaches for taking payments from customers including our approach to cash payments;
- We will lead on the development of the functionality of the Council's Resourcelink system;
- We will define clear roles, responsibilities and accountabilities between services and corporate support;
- We will provide high quality advice and support to services and members;
- We will ensure an integrated approach to organisational change through the single HR, IT and Organisational Development service.

**We will measure this by monitoring the:**

- Progress with the development and implementation of the Income Strategy;
- 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);

- Levels and changes in customer satisfaction of corporate support function;
- Central support services (external to services) as a proportion of Council running costs (LGBF);
- Cost of Democratic Core per 1,000 population (LGBF);
- Delivery of agreed budget savings of £0.814 million for the Resources Directorate over 2015/16 to 2016/17;

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

**Risk Description:**        There is a risk that services will be unable to deliver planned budget savings over next three financial years and potential efficiencies and cost savings not being realised from planned reviews.

**Risk Actions in place to mitigate risk:**

- We will regularly review budget savings to ensure that alternative savings proposals are available in case planned budget savings cannot be delivered in full.
- We will update the Medium Term Financial Strategy in order to review the extent of the funding gap which the Council requires to address.
- We will put in place a monitoring regime for the Resources Directorate's agreed budget savings which will be reported to the Policy and Budget Strategy Group.

**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 develop and implement a workforce strategy through associated action plans aligned to the Council's vision and transformational change programme;
- We will ensure that we have and implement people management policies which support the Transforming Angus programme;
- We will develop new staff competency frameworks to suit the Council's vision and transformational change programme;
- We will involve and engage our employees and trade unions;
- We will provide learning and development opportunities that support and build the sustainable capacity of our employees and teams;
- We will build our coaching capacity and capabilities;
- We will undertake a Council wide Employee Attitude Survey;
- We will lead the implementation of the revised safety management framework;
- We will ensure appropriate Directorate safety, health and wellbeing arrangements are place.

### **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 staffing resources available, that these may be used ineffectively and/or workloads become too great leading to a greater risk of services being unable to maintain or improve service delivery.

### **Risk Actions in place to mitigate risk:**

- We will ensure resources are directed to delivering key outcomes and provide clarity on work which is to be ceased or deferred to allow this to happen in practice.
- 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.

### **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 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 ensure a strategy for addressing the savings requirement is presented to Members within an overall priority based budgeting approach;
- We will, where appropriate, support directorates in undertaking and implementing reviews to deliver savings proposals;



- We will support the Local Government Boundary Commission for Scotland in their Fifth Statutory Review of Local Government Electoral Arrangements;
- 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 voters to ensure that they have the information they require to exercise their democratic right to vote at the forthcoming UK Parliamentary, Scottish Parliament and Local Government elections;
- 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 measure this by monitoring the:**

- Annual Corporate Governance Assurance Statement Improvement Plan;
- Delivery of agreed budget savings for the People and Communities Directorates and Chief Executive's unit over 2015/16 to 2016/17;
- Progress with identifying further budget savings options of £11 million, across the Council to close the funding gap up to 2017/18;
- Results of the Electoral Commission's Returning Officer and Electoral Registration Officer Key Performance Indicators;
- Post-election evaluation exercises;
- Feedback from the RRO, candidates, agents, voters, stakeholders, staff and organisations with an interest in the voting process including disability organisations.

**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 work with the Angus Digital board to create a council wide digital roadmap and strategy;
- We will work with the Cabinet Office and our CLAS consultant to ensure we meet the required PSN standards;
- We will replace the aging Voice Over IP (VOIP) telephony system;
- We will replace the Council's corporate web filter to allow management controls to be applied corporately and in schools to internet sites;
- We will maintain the Council's accreditation to the Public sector Network (PSN);
- We will extend the current Citrix environment;
- We will deliver unified communications to allow better communication with agile and remote workers;
- We will use data matching tools to create single records for citizens and employees to facilitate integrated service delivery;
- We will deliver a customer authentication model to secure transactions made on the website.

**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.

**Risk Actions in place to mitigate risk:**

- We will ensure Business Continuity Plans are in place for all key systems and tested annually as IT systems/capability remains a critical component of recovery to Business as Usual (BAU).

**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 invoices sampled and paid within 30 days (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).