












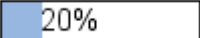
APPENDIX 3

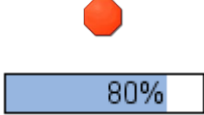
BEST VALUE AUDIT: ACTION PLAN

Area for Improvement	Key Actions	Lead Officer	Timescale	Measure/ Intended Outcome	Status	Latest Note
1. BVAR Rec.1: The Council and AHSCP to develop and deliver significant savings plans over next few years to secure financial sustainability. This will require changes to the range and scope of services being delivered.	Develop next iteration of the Council Plan and Change Programme to reflect latest financial projections in the Council's Medium Term Budget Strategy (this action is in progress as part of Corporate Risk Register Actions AC-COR-0002)	Director of Strategic Policy, Transformation and Public Sector Reform	31 March 2023	Council priorities are clear and options to bridge the funding gap are identified	 	This was completed for the Council budget setting meeting held on 2 March 2023
	Prepare fallback options should targeted savings from the Change Programme not be achieved (this action is in progress as part of Corporate Risk Register Actions AC-COR-0003)	Director of Finance	31 March 2023	Options capable of implementation are identified as fallback	 	This was completed for the Council budget setting meeting held on 2 March 2023. The work is however ongoing and will continue to be included as part of the Corporate Risk Register.

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	<p>AHSCP to ensure financial planning is aligned with AHSCP Strategic Plan and vice versa, with suitable change interventions identified to ensure the services are sustainable. See IJB report 4/21 which sets out the IJB's Strategic Financial Plan and associated next steps/actions.</p>	<p>AHSCP CO</p>	<p>31 March 2023</p> <p>Propose to extend completion date to 31 August 2023</p>	<p>AHSCP have financial and strategic plans in place which are aligned to address future service demand pressures. Next steps set out in report 4/21.</p>	<p> 50%</p>	<p>Angus IJB report 28/23 is the latest financial planning update and confirms the IJB can balance budgets for 2023/24. It does not confirm the IJB's Strategic Commissioning Plan can be delivered within available resources over a 3 year period. The IJB has requested further time to review this issue with an update due to the IJB in August 2023.</p>
<p>2. BVAR Rec. 2: The Council needs to work better and more meaningfully with communities to engage with them to identify needs and opportunities and implement service changes that deliver the required savings.</p>	<p>Develop a Place Strategy for Angus which will help to prioritise service delivery, including engagement with communities to understand local issues, aspirations and areas of greatest need (this action is in progress as part of Corporate Risk Register Actions AC-COR-0008)</p>	<p>Director of Vibrant Communities & Sustainable Growth</p>	<p>31 October 2022</p> <p>Propose to extend completion date to 31 October 2024</p>	<p>We will have established a good understanding of local issues, aspirations and areas of greatest need across our communities, which will allow the Council to better manage demand</p>	<p> 50%</p>	<p>The first element of the Service Review of Vibrant Communities is complete, with the next element of service design to support a preventative approach now being progressed.</p> <p>Developing the place strategy for Angus was on hold pending the adoption of National Planning Framework 4 (NP4) which was only concluded in February 2023.</p> <p>An officer has now been appointed to lead this work which will be part of</p>

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						the new Local Development Plan which will be developed in accordance with those latest planning requirements in NP4.
	Establish a corporate approach for ongoing opportunities for participation, engagement with the public – including Participatory Budgeting	Director of Vibrant Communities & Sustainable Growth	31 October 2022	<p>We will establish a corporate approach to consultations and engagement so all citizens can influence the way in which services are planned, developed and delivered. By listening to all citizens, we will improve the efficiency and effectiveness of our services.</p> <p>We will establish a digital platform for all Angus Council Services and key partners to use to increase awareness and reduce duplication.</p>	 	<p>New policy on engagement and consultation agreed by committee in December which will ensure a more coordinated and targeted approach by all services.</p> <p>New consultation and engagement portal being launched on 1 July.</p>

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<p>3. BVAR Rec. 3: The Council should complete its implementation of the PLED programme which will improve the use of performance information and better demonstrate the impact of improvement actions.</p>	<p>Progress to complete stage 1 and 2 of the Performance Led Council programme</p>	<p>Service Leader (Governance & Change)</p>	<p>31 December 2022</p>	<p>Services will be undertaking self-evaluation, service planning and performance reporting using relevant performance information to support effective and efficient use of resources linked to Council priorities.</p>	<p> </p>	<p>PLED stages 1 and 2 have been completed by all service areas.</p> <p>This practice is being embedded as business as usual practice as part of an agreed annual improvement cycle.</p>
	<p>Progress stages 3 and 4 of the Performance Led Programme, including the Data Project, while embedding improved practice from stages 1 and 2 into organisational culture (this action is in progress as part of Corporate Risk Register Actions AC-COR-0060, 0061 and 0062)</p>	<p>Service Leader (Governance & Change)</p>	<p>31 December 2023</p>	<p>We will be making better use of our data to inform our performance, along with key areas for improvement and change</p>	<p> </p>	<p>Stage 3 and 4 of the PLED programme is in progress with a Data Maturity Assessment now complete.</p> <p>Power BI has been confirmed as the preferred tool used for new reporting and Business Information requirements as systems are upgraded and replaced</p> <p>Tests of Change initiatives are being explored linked to making better use of our data.</p>

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4. BVAR Rec.4: The Council should introduce its partially developed long-term financial planning framework.	Develop long-term financial planning framework (this action is in progress as part of Corporate Risk Register Actions AC-COR-0046)	Director of Finance	30 September 2022 Propose to extend completion date to 30 September 2023	Assessment of the factors which may influence the Council financially over the longer term which provides a basis for Council strategic planning and the setting of objectives and actions		The structure of the draft framework has been developed and around 50% of the content prepared. Finalisation of the framework continues to be challenging due to other more urgent work priorities most notably the scale of the Council's budget challenges and dealing with the impacts of inflation on the Council's finances.