

Resources Delivery Plan 2018/19

Index

1	Key Priorities for 2018/19	3
2	Overview & Profile	4
3	Performance Review	5
4	Strategic Assessment	13
5	Corporate Information	18
6	Resources	19
7	Risks	20
	Appendix 1: Structure Chart	22
	Appendix 2: Delivery Plan 2018/19	23
	Appendix 3: Quality Standards	29
	Appendix 4: Workforce Plan - Action Plan 2018/19	31

1 Key Priorities for 2018/19

The Resources Service provides important support services to residents and businesses of West Dunbartonshire, both directly through direct service provision and indirectly through the support provided to other Council service areas. As such, Resources has an important role to play in ensuring that the services provided are top quality and contribute effectively to the improving Council philosophy. During 2018/19 we will:

- deliver high quality services which fully respond to the demands of our communities and internal service users;
- support our services to be the best by providing robust, reliable performance information to underpin continuous improvement; and
- improve on our performance from previous years through implementing a number of improvement actions.

The key service priorities can be summarised as follows:

- develop and implement new and innovative approaches to service delivery to ensure that services are high-quality, fully accessible, efficient, fit for the future and reflect the changing demands of users;
- deliver effective, efficient and fully integrated services by enhancing electronic approaches to service delivery – both to internal service users and residents who directly access our services; and
- maximise the impact of our services internally by:
 - ensuring that our procurement approaches are strategic, effective, efficient and offer best value;
 - ensuring that our transactional processes are modernised and streamlined to operate as efficiently as possible whilst recognising the needs of our community;
 - ensuring that our Finances are tightly managed and appropriately planned into the future; and
 - ensuring that the Council's governance arrangements are suitably implemented and Internal Audit and Fraud arrangements are robust.

2 Overview & Profile

Overview

This Plan sets out key actions to help deliver the Strategic Plan priorities and address the performance issues and service priorities identified in our planning process. It outlines the performance indicators we will monitor to measure our success, provides an overview of services and resources, including employees and budgets, and considers the relevant risks.

Progress will be monitored and managed on a regular basis at Resources management team meetings and reported twice yearly to Corporate Services Committee, at mid-year and year end.

Profile

Resources is one of 8 strategic Council areas, providing services to the Council and external clients including Leisure Trust, Valuation Joint Board, Clydebank Property Company, charities and trusts, and Clydebank Municipal Bank. Services cover accountancy, treasury management, procurement, internal audit and fraud, and business support. In addition we also provide direct services to residents of West Dunbartonshire. The following are the main areas of responsibility and service provision within Resources. A structure chart is included at Appendix 1.

Finance

The Finance team is responsible for financial support and management, providing accountancy, treasury and capital planning, cash and bank management, reconciliations, and insurance services.

Corporate Procurement Unit (CPU)

The CPU provides support in leading and facilitating procurement activity to ensure efficient, effective and appropriate procurement processes are implemented. This includes the generation of category, commodity and contract strategies and the development and implementation of key procurement systems and processes, including Purchase to Pay, tendering and supplier relationship management.

Internal Audit & Fraud

The internal audit and fraud team is led by the Chief Internal Auditor, providing internal audit and assurance services including scrutiny of ICT security. The team also delivers the corporate fraud service for the Council.

Business Support

The business support team is responsible for managing the revenues collection (council tax, housing rents, non-domestic rates and miscellaneous invoicing); benefits processing and management; debtor management and creditors functions including corporate purchasing card management. The team also incorporates the Corporate Administrative Service (CAS) consolidating all clerical and administrative support functions across the Council except schools and Health & Social Care Partnership.

3 Performance Review

The Resources management team completed a detailed performance review of 2017/18. As well as highlighting key achievements, it identified a number of performance issues to be addressed in 2018/19.

Key Achievements

The key achievements highlighted by the performance review are set out below.

Finance

- Completed a number of audited annual Financial Statements within the statutory deadlines, with no qualifications;
- Ongoing development of the Council's Agresso system supporting continuous improvement within Council services and leading to an enhanced service to external users;
- Volume and complexity of tenders taken forward, with efficiencies secured; and
- Support for transformations projects within the Council, including continuous budget and staffing restructures/ movements and a number of ad hoc one-off projects (e.g. PEF, raising attainment, early years).

Corporate Procurement Unit (CPU)

- Procurement Strategy and associated action plan approved by the Corporate Services Committee in August 2017;
- Increased *Spend on Contract* to 77% in 2016/17 against 62% in 2015/16, and returned a procurement saving of £0.642m in 2016/17 against a target of £0.332m; and
- Phase 1 of the Purchase to Pay Transformation Programme delivered: a 47% reduction in annual invoices processed; a £0.064m increase in purchase card rebate; introduced e-invoicing; and introduced consolidated invoicing.

Internal Audit & Fraud

- Delivered Audit Plan for 2017/18; and
- As a result of Corporate Fraud Team activity during 2017/18, actual recoveries up to October 2017 have been £0.177m against an annual target of £0.180m.

Business Support

- Implemented an integrated Finance Service Centre (FSC) which will align all transactional finance processes across Accounts Payable, Accounts Receivable, Non-domestic Rates (NDR). It also supports system development underpinning the these work areas;
- Implemented a range of online forms with workflow that streamlines both internal and external processes e.g. updating supplier bank details, applying for range of NDR relief, processing refunds, etc.;
- Implemented a phased introduction of new system functionality allowing significantly streamlined invoicing and debt management through Payment Plans and subscriptions;

- Implemented Rentsense solution to effectively manage rent arrears. This is complemented by the Rent work stream to improve rent collection with focus on early intervention with new rent arrears cases;
- Implemented MyAccount to allow Council residents to access, make payments and sign up for Council Tax information and view e-invoicing via their smart phone tablet or laptop;
- Completed Phase 2 implementation of CAS in Schools and Phase 3 integrating another administration support team into CAS; and
- Completed self-evaluation process within Revenues and Benefits.

Challenges

The challenges identified by the performance review are set out below. These relate to rent arrears, council tax collection and sundry debt and will be the focus of improvement activity in 2018/19.

Rent Arrears

The amount of rent arrears owed to the Council is an area of concern. Performance can be explained, in part, by the general economic environment and welfare reform, particularly the introduction of Universal Credit (UC) and the benefit cap. However, it is recognised that there are actions which can be taken to reduce the impact of these factors on rent arrears.

To improve rent collection rates in 2018/19, we will continue to implement the rent collection improvement plan. Key with this will be to fine tune the Rentsense system and work through the rent workstream with Housing services to enable early intervention in avoiding rent arrears. We will also look at SMS messaging and other approaches to engage with tenants more effectively. We will continue to work with the DWP to ensure the impact of full UC rollout on Rent Arrears is minimised.

Council Tax Collection

The Council collected 95.21% of the council tax owed in 2016/17. In comparison, this was up from 94.45% the previous year, 95.8% for Scotland as a whole, and 95.1% for the Council's benchmarking group. As a result, West Dunbartonshire was ranked 24th of all 32 Scottish councils, up from 28th the previous year.

We will continue to monitor and take available actions to mitigate further impact through 2018/19 when the Council will see the full rollout of Universal Credit.

Sundry Debt Collection

Following the introduction of streamlined processes, the value of outstanding sundry debt significantly improved from 66.5% in 2015/16 to 47.25% 2016/17, better than the target of 57%.

In 2018/19, we will continue to review ways to manage and reduce sundry debt, including the continued development of the functionality of our finance systems. The

debtor improvements project is also focusing on improving invoicing and payment processes across the council.

Transformation

The ongoing transformational changes within the Council requires continuous financial support – including communication of changes; audit issues re changing processes; training and transfer of knowledge of financial aspects to non-financial budget holders; reconciliations on continuing change of Council structures. This support requires to be identified from existing staffing resources through streamlining and identification of efficiencies in other support areas. With opportunities being explored as part of the Commercialisation workstream there will be greater demand on the Finance team to be able to cost services accurately.

Service Users' Feedback

The Council has a clear focus on learning from the feedback we receive from our service users. Complaints data, monthly telephone surveys and a range of other mechanisms provide invaluable feedback to help us improve our services.

Complaints

Between 1 April and 31 December 2017, Resources received a total of 38 complaints, comprising 37 at Stage 1 and 1 at Stage 2. During the same period, 31 complaints were closed, 30 at Stage 1 and 1 at Stage 2.

Sixteen of the 30 (53%) complaints closed at Stage 1 met the 5 working days target for resolving complaints, with an average of 8 days for all complaints closed at Stage 1. The one complaint closed at Stage 2 was resolved in 17 days, within the 20 working days target set.

Thirteen of the 30 (43%) complaints closed at Stage 1 were upheld. The one complaint closed at Stage 2 was not upheld.

The nature of the work carried out by Revenues and Benefits team results in a higher number of complaints due to some claimants being unhappy with the outcome of their application for Housing Benefit and/or Council Tax Reduction. The level of upheld complaints includes cases being reconsidered following receipt of further information received after our initial decision.

A number of the complaints that were upheld were due to delays with processing the claimants' application or change in circumstances and as a result of this, we have streamlined our internal processes to seek to avoid processing delays. Staff training is carried out, if required, and complaints are discussed at staff meetings to emphasise the importance of providing a consistently high level of service.

We will continue to review complaints to identify and address any issues that emerge.

Telephone Survey

A monthly telephone survey of 100 residents is carried out to gauge satisfaction levels with a range of Council services. Within Resources, this covers Council Tax and Housing Benefit services.

Of the small proportion of respondents who had contacted Council Tax and Housing Benefit services in the previous six months, satisfaction in Q4 (1 October to 31 December 2017) continues to be very high, with Council Tax maintaining a 100% satisfaction rate over the previous quarter and Housing Benefit up from 88% in Q3 to 100% in Q4.

For the calendar year January to December 2017, the overall satisfaction rate is again very high at 98% for Council Tax and 96% for Housing Benefit.

Continuous Improvement

Self-Evaluation Programme

In August 2016 the Council agreed a three year self-evaluation programme and over that time all Council services that are not subject to external evaluation will undertake self-evaluation. The finance team undertook a pilot of the self-evaluation process in advance of the 3-year Self-Evaluation Framework implementation and have implemented a range of improvement actions which resulted from this activity.

In the first year of the programme (August 2016 to July 2017), two self-evaluations were completed within Resources: Internal Audit & Fraud; and Revenues & Benefits. The improvement actions arising from these self-evaluations are now being implemented and once completed, follow up surveys will determine their impact.

Two self-evaluations are taking place in the second year of the programme. The first was completed in December 2017 within the Finance Service Centre and the second began in February 2018 within Procurement with a target completion date of May 2018.

Over the period of this delivery plan, two further self-evaluations within Resources will take place. Central Administration Support's self-evaluation will begin in November 2018 with a target completion date of January 2019, with Finance Services a month later, beginning December 2018 with a target completion date of February 2019.

External Validation

Procurement & Commercial Improvement Programme

The CPU is evaluated by Scotland Excel as part of the Procurement & Commercial Improvement Programme (PCIP). The PCIP focuses on policies and procedures that drive procurement performance in four key areas: leadership and governance; development and tender; contract; and purchasing processes.

Our most recent assessment in 2016 resulted in the following scores:

- Leadership & Governance 72.5%;
- Development & Tender 62.5%;
- Contract 37.5%; and
- Purchasing Processes 83.3%.

Scotland Excel has yet to determine the date of our next assessment however this is likely to be during 2019. Based on our previous scores and improvements we have put in place since 2016, we have set the following target scores:

- Leadership & Governance 78.8%;
- Development & Tender 72.9%;
- Contract 50%; and
- Purchasing Processes 83.3%.

Audit of Financial Statements

Annual Financial Statements prepared by Finance Services for the Council and other clients all received unqualified audit certificates and were submitted by the legislative dates.

Audit of Subsidy

The Revenues and Benefits service completed the audit for subsidy and no errors or issues were identified. The service has also concluded its submission for the Department of Works & Pensions self assessment for the Housing Benefits service.

Verification from other external organisations

Financial information of Council and other supported organisations (such as WD Leisure Trust and Clydebank Property Company) often need external verification on an ad hoc basis – such as election returns; HMRC for VAT/ CIS purposes; HMIE (for 'ringenced funding' such as PEF, raising attainment).

Local Government Benchmarking Framework (LGBF)

All 32 councils in Scotland measure a common set of performance indicators called the Local Government Benchmarking Framework. It comprises service delivery, cost, and satisfaction indicators covering all major council service areas, including education, housing, social work, and leisure.

Using the same indicators across all councils allows us to compare our performance so that we can identify best practice, learn from each other, and improve what we do.

The most recent comparative data for all councils was published in February 2018 and relates to the period 2016/17:

Description	2015/16 (rank)	2016/17 (rank)	2016/17 Scotland	Change in Rank (+/-)
The cost per dwelling of collecting Council Tax (£)	10.26 (18)	10.25 (22)	8.98	Worse (-4)
Percentage of income due from Council Tax received by the end of the year	94.45% (28)	95.21% (24)	95.8	Better (+4)
Percentage of invoices sampled that were paid within 30 days	90.81% (21)	94.09% (16)	93.06	Better (+5)
Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	10.89% (26/26)	10.15% (26/26)	6.49%	No change
Percentage of procurement spent on local small/medium enterprises	6.4% (32)	6.79% (32)	20.25%	No change

In relation to LGBF, the focus of our improvement activity in 2018/19 will be rent arrears, Council Tax collection, Purchase to Pay and review of Billing and Payments to improve our performance in managing debtors. Appendix 2 sets out the action plan to address the same.

West Dunbartonshire's Benchmarking Programme

As well as participating in the Scotland wide LGBF programme, the Council has embarked on a three year programme to ensure that all services are engaged in benchmarking performance in relation to service delivery, cost and service user satisfaction measures. The first step is to identify any gaps in our current benchmarking activity in relation to service areas and/or measures. Where gaps are identified, we will consider how they might be addressed, working with other councils and organisations to develop this.

Over the period of this plan, Finance Services and Business Support will review and develop their benchmarking approach and any improvement actions that arise from the benchmarking activities that follow will be included in future delivery plans and reported to committee.

Employee Survey 2017

46% of Resources employees completed the 2017 Employee Survey. The results, published in December 2017, have been reviewed by the management team for the Resources strategic area as a whole. The key highlights and areas for improvement are set out below:

- 88% of respondents have a clear understanding of their role and responsibilities – 4% less than the Council figure though 2% better than the previous survey;

- 79% feel reasonably informed about what is happening across the Council from their line manager, staff bulletin, employee intranet, and administrator emails – 4% better than the whole Council and 17% better than the previous survey; and
- There were mixed responses around being well-informed, supported by management and provided with access to Be the Best conversations and Team meetings.

A number of key areas for improvement are focused on engaging with employees individually and collectively:

- 59% reported that their morale at work was good which is 12% lower than the Council figure and 3% lower than the previous survey;
- 47% said they felt appreciated and valued for the work that they do which is 10% lower than the Council figure and 11% lower than the previous survey;
- 51% get enough helpful feedback on how well they do their work which is 10% lower than the Council figure and 12% lower than the previous survey;
- 56% reported regular Be the Best conversations with their manager where they discuss and identify learning and development requirements which is 3% lower than the Council figure and 17% lower than the previous survey; and
- 39% said they are asked about their views as an employee when change directly affecting them is taking place which is 7% lower than the Council figure and 7% lower than the previous survey.

To address these issues, we will continue to implement a number of improvement actions within this coming year, covering key commitments such as:

- implementing a Core Brief;
- circulating departmental management team minutes within 5 days of meeting;
- ensuring Be The Best conversations take place each month for all employees;
- ensuring monthly team meetings take place;
- ensuring there is regular feedback via team meetings around performance; and
- communicating issues from SMN via Team meetings and Core Brief.

As well as reviewing the results for the strategic area as a whole, managers are reviewing their individual service areas and developing actions to address the key issues that have been raised at that level where necessary.

Quality Standards

West Dunbartonshire Council has a local Good Governance Code based on guidance from CIPFA. The Council's compliance with its Code is reviewed each year and a supporting action plan is developed to ensure improved compliance is achieved. The Code details a range of principles which should be adhered to by the Council, and details the behaviours and actions which demonstrate good governance in practice. The Good Governance Code requires that the organisation considers the approach to the use of quality standards.

Quality standards help to define what users of our services can expect to receive, and remind both the organisation and our employees of the challenges and obligations they face in delivering best value services

As part of a pilot, two service areas, Resources and CCC have identified core standards they feel could be measured across their services. These service standards are appended to the relevant delivery plan (Appendix 3). The standards will be monitored and managed by the management team of each service at regular meetings, and reported annually to the relevant service committee along with the delivery plan.

As part of our Continuous Improvement activity, in 2018/19 we will work with other service areas to identify relevant service standards which will fit best with strategic priorities or relate most to those areas residents highlight as important.

4 Strategic Assessment

The Resources management team completed a detailed strategic assessment to determine the major influences on service delivery and priorities in 2018/19 and beyond. This covered a review of the financial context, local and national political priorities, new legislation and technology, and Council policies among others. The following factors were identified as significant:

Key Factors

Financial Challenges

The entire public sector is facing significant financial challenges. The Council is predicting cumulative funding gaps in 2018/19, 2019/20 and 2020/21 of £nil, £7.646m and £13.806m respectively. This means that action has to be taken to balance our budget and protect services for residents.

This will undoubtedly mean that within the Resources service area, available funding will be reduced and we will need to change how we do our jobs, where we work, and reduce the number of people employed.

To deliver the Council's objectives and meet those financial challenges, the Resources management team will implement the actions set out in the action plan under strong financial governance and sustainable budget management.

Structural Review

As new approaches are implemented around modernised ways of working then processes will become more efficient. This is likely to result in a reduction in workload in a number of service areas. Management will continue to work closely with staff to seek to ensure that the workforce resource required is employed in a manner that recognises future developments and change.

Welfare Reform

Welfare reform is likely to have a financial impact around the collection of housing rents, council tax and sundry debt.

The Council will see the full roll-out of Universal Credit (UC) in November 2018 where all new cases (excluding pensioners) will move to UC. There are a few significant concessions from the UK Government which we hope will go some way to alleviating problems which tenants and claimants have been experiencing. The changes are summarised below:

- The 7 day waiting period without any entitlement is to be abolished. This means there will be a 5 week period before the first UC payment rather than 6 weeks;
- The repayment period for advances is to be increased from 6 to 12 months; UC advances will be available up to 100% of estimated entitlement, up from 50% currently.;

- Housing Benefit can run on for 2 weeks after a claimant moves on to UC. This will help the arrears problem (around 2.3m people GB wide will benefit from this change with an average payment of £233 per claimant); and
- Temporary Accommodation housing costs are to come back from UC to Housing Benefit. All local authority costs are “to be covered”.

Revenues and Benefits continues to work closely with colleagues in Housing and Working4U to ensure that impact of the wider Welfare Reform changes on tenants and claimants is minimal. We will also prepare the Council for the coming challenges through regular Welfare Reform Working Group meetings to review progress and seek to mitigate issues and risks.

Role of Finance and Procurement Business Partners

Finance Business Partners

Each Strategic Lead has a named contact for their accountancy and financial support and advice. These named officers attend management team meetings, committees, developments days to support the Strategic Leads and their management teams in all aspects of finance. Each Business Partner has a team of staff to assist with the service support.

At particular times of year (for tasks such as year-end / corporate returns), competing priorities of service support and statutory requirements can arise resulting in excessive pressure for Business Partners and reputational damage.

In 2018/19, we will review workloads, processes and timing of deadlines to ease pressure at peak times, where possible. We will also communicate with Strategic Leads and services to identify needs and timings with a view to identifying possible amendments to the timing of those needs, in particular prior to peak times and raise service awareness of those competing priorities where required.

CPU Business Partners

Currently, service areas don't request help from the CPU Business Partners and they aren't invited to boards and meetings where they can provide strategic, effective and efficient solutions. In 2018/19 we will work with Strategic Leads to fully involve CPU Business Partners through regular attendance at boards and meetings.

Demands on the Corporate Procurement Unit

Currently, there is a list of 150 procurement projects which cannot all be processed simultaneously. In 2018/19, we will address this through increased management, prioritisation and increased speed.

Wider Implementation of the Corporate Administration Support (CAS) Model

Some areas of the Council have not yet been included in this new approach. In 2018/19, we will continue to discuss issues and concerns with services to explore options and report to the CAS board.

Impact of the Council's Digital Strategy on Service Delivery Model

There is likely to be greater pressure on transactional teams to deliver services online and promote self-service. This is complicated by the demographics of some of our service users who still prefer personal contact (face to face or by telephone) as well as the new General Data Protection Regulation that comes into effect in May 2018 and will restrict how we use data.

The Council will carry out a range of actions to address this, detailed below. However, if service users do not sign up for these services, the effectiveness of these improvements will not be optimised.

In 2018/19, as part of the invoicing and payment review, the Council will aim to ensure that charges are calculated consistently with minimal administration and that these are issued on time and as far as possible any charge is made in advance of service delivery. Processes are being streamlined with the implementation of payment plans and subscriptions which will see service users receive one invoice with payments spread across multiple instalments at the outset rather than an invoice each month. Work is also being undertaken to migrate as many service users to e-invoicing to avoid the administration and costs of issuing paper invoices. Our aim is to integrate these to MyAccount to allow greater uptake of self-service.

P2P Transformation

There is an opportunity to enforce greater compliance to council and procurement spending controls, leading to lower risk, increased value for money by compliant procurement methods, and greater on-contract spend.

Actions will be identified and will be monitored as required within the P2P Transformation Board, including assurance on training and information requirements to maximise financial monitoring and control information and minimising errors.

Streamline Debt Collection Processes

As a result of the general economic conditions and Welfare Reform changes, there are increasing levels of debt including rent arrears and sundry debt and levels of associated write off as debts get prescribed.

Although processes within the Corporate Debt Team are being constantly reviewed, the success of these initiatives will largely be dependent on economic factors which are outwith our control and the sign-up of service users to new forms of invoicing and payments. Nevertheless, we will continue to promote and emphasis the benefits of these for service users.

CPU Staff Retention

There is a market shortfall of procurement staff which makes it difficult to retain procurement staff when they gain experience as they frequently move on to more senior roles elsewhere.

In 2018/19, we will look at alternative strategies to retain appropriate levels of capacity and capabilities within the CPU.

Commercialisation of Services

One option available for Councils to assist in closing future funding gaps is to generate more income. This has been successfully done by a number of Councils in England. The general term used for this approach is “commercialisation”. The commercial approach would seek to identify new ways of generating income and generate a policy approach around cost recovery in existing charging areas.

A commercialisation working group has been set up chaired by the Strategic Lead - Resources which has cross service participation. The main aim of this group is to identify commercialisation opportunities for the Council. The Council has participated in a benchmarking review undertaken by Price Waterhouse Coopers (PWC) commissioned by North Ayrshire Council which included 22 other Local Authorities to benchmark fees, charges and commercialisation opportunities, both amongst these councils and those in England. The working group will systematically review these and generate a Commercialisation Strategy and opportunities over the next year.

General Data Protection Regulation May 2018

The General Data Protection Regulation (GDPR) is replacing the Data Protection Act 1998 and coming into effect in May 2018. There are a number of new requirements contained within the legislation that will have a major impact on the way that personal data is processed and stored within the Council.

Resources will work with the Records Management Section of Legal Services to ensure we have robust systems in place to meet the new requirements.

Office Rationalisation Project

The Council is rationalising its office accommodation and staff will be moving offices over the coming months. This may impact on service delivery, particularly at critical times (for example, year-end).

Appropriate staff liaison and planning discussions are taking place via the change champion and change manager groups to ensure robust plans are in place to maintain service delivery.

Financial Support for Key Council Transformational Projects

As the Council continues with its ambitious transformational agenda, the need for financial expertise and input is paramount. This has an increasing requirement for financial review and support for projects. As a result team resources require to be freed up to ensure appropriate development of staff knowledge and expertise and allocation support time to these projects.

Action Plan

The challenges and issues identified in the performance review and strategic assessment sections have informed Resources priorities and outcomes for 2018/19. The management team has developed an action plan to address them (Appendix 2), supported by a range of performance indicators to enable progress to be monitored and reported to stakeholders.

In accordance with the current Performance Management Framework, progress will be monitored and managed on a regular basis and reported twice yearly to Corporate Services Committee, at mid-year and year end.

5 Corporate Information

Staff Absence 2017/18

The monthly absence statistics for Resources have been significantly lower than the Council average for the same periods in 2016/17.

Service	April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb
Resources	0.44	0.44	0.57	0.42	0.53	0.79	0.65	0.70	0.55	0.87	0.56
Council Wide	0.88	0.94	0.85	0.72	0.75	0.92	0.93	.98	1.10	1.18	1.05

Based on our monthly performance to date, we are on track to meet the target of 7 days per FTE for 2017/18.

The strategic area recognises the importance of getting the right balance between managing absence efficiently and providing support and help to an employee who has health problems or is experiencing personal difficulties. The Council's Wellbeing Strategy aims to maximise employee wellbeing, recognising the benefits to the organisation and its employees of such an approach. Linked to this, work will be undertaken with managers and trades union partners to embed a 'safety culture', fostering increased ownership and accountability across the organisation as a whole.

Equalities

The Council has set out a range of equality outcomes for 2017/21 in line with its statutory duty, each led by a relevant strategic lead area. These cover community participation, employment diversity, disability pay gap, occupational segregation, digital inclusion, accessible community transport, identity based bullying in schools, and educational attainment gaps.

By focusing on outcomes, the Council aims to bring practical improvements to the life chances of those who experience discrimination and disadvantage.

While Resources is not leading on any specific equality outcome, we will continue to comply with the four council wide equality outcomes for 2017/21, relating to community participation, employment diversity, disability pay gap, and occupational segregation.

6 Resources

Financial

The 2018/19 revenue budget for the Resources service is £5.62m. A breakdown by service area is given below. We will make the best use of the resources available to deliver on key priority areas and secure external/match funding where this is possible.

Service Area	Gross Expenditure 2018/19 (£)	Gross Income 2018/19 (£)	Net Expenditure 2018/19 (£)
Finance	1.602m	0.188m	1.414m
Procurement	1.042m	0.436m	0.606m
Audit & Fraud	0.438m	0.235m	0.203m
Business Support	51.306m	49.610m	1.697m
CAS	2.453m	0.757m	1.696m
Total	56.84m	51.23m	5.62m

Employees

The headcount and full time equivalent staff in each service area is as follows:

Service Area	Headcount	FTE
Finance	48	40.00
Procurement	23	21.66
Audit and Fraud	10	8.60
Business Support	241	206.82
TOTAL	322	277.08

Workforce Planning

Workforce planning is a formal mechanism to define the workforce requirements of the service based on its key activities and the wider priorities of the Council. The Strategic Lead is responsible for reviewing the workforce plan each year to ensure that any key activities are identified at an early stage and planned for. Appendix 4 sets out the detailed Workforce Plan for Resources.

ICT

Our ICT resources are integral to our work. We will continue to ensure they are utilised effectively and efficiently and will focus on developing the functionality of our Agresso finance system to support wider process improvement.

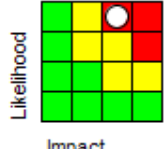
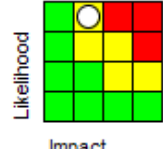
7 Risks

The Council has identified risks at both a strategic and service level. Strategic risks represent the potential for the Council to take advantage of opportunities or fail to meet stated strategic objectives and those that require strategic leadership. Service risks relate to service delivery and represent the potential for impact on individual services, or the experience of those who work within the services, i.e. employees, partners, contractors and volunteers or service users and clients in receipt of the services provided.

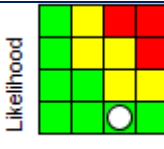
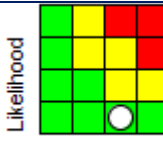
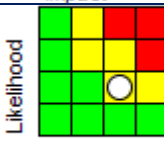
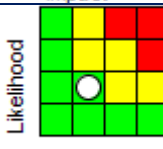
The Resources management team has lead responsibility for one of the Council's strategic risks: Failure to deliver strong financial governance and sustainable budget management. In addition, the management team identified service specific risks for 2018/19. Both strategic and service specific risks are detailed below.

Actions to mitigate these risks are set out in Appendix 2 or in Resources operational plans, with the aim of improving or maintaining the current position (i.e. the current risk score).

Strategic Risk

Risk	Description	Current Risk Score	Target Risk Score
Significant financial funding reductions from the Scottish Government	The Council is faced with significant ongoing funding reductions from the Scottish Government. Austerity is expected to continue for a number of years into the future and likely to result in funding reductions. This coincides with a period where costs are expected to rise in relation to Social Care due to aging population and capped powers to raise funds through Council Tax.		

Service Risks

Failure to provide assurance of the system of financial controls	Either Internal Audit or External Audit is unable to provide assurances on the Council's financial control environment		
Debt is not recovered efficiently or effectively, with inherent risk of financial loss	The processes deployed in collection of monies owed to the council are inefficient and ineffective resulting in money not collected on time or having to be written off		

<p>Increase in the level of rent arrears due to the level of Welfare Reform changes and general state of economy</p>	<p>Council sees an increase in its level of rent arrears due to lower disposable income and national changes to the national benefits regime and the ongoing economic position</p>	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>
<p>National delays in implementation; ineffective systems ICT or processes e.g. with the DWP affecting delivery of Welfare Reform changes</p>	<p>Issues with system supporting delivery of Welfare Reform changes affects service delivery</p>	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>
<p>Failure to meet statutory deadlines for external returns (including HMRC) & financial statements</p>	<p>Finance Services failing to meet statutory deadlines resulting in lost revenue or penalty costs</p>	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>
<p>Financial projections are significantly incorrect</p>	<p>Financial projections for both capital and revenue are significantly incorrect for various reasons – included unexpected costs – resulting in insufficient reserves being held</p>	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>
<p>Non-compliance to procurement reform legislation</p>	<p>Failure to comply due to scale and complexity of changes to procurement legislation and guidance</p>	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>

Appendix 1: Structure Chart

TRANSFORMATION & PUBLIC SERVICE REFORM
STRATEGIC LEADS



Appendix 2: Delivery Plan 2018/19

P	1. A strong local economy and improved job opportunities
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Ob	A growing economy
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Performance Indicator	2016/17	2017/18	2018/19	Assigned To
	Value	Value	Target	
SECON04 % of procurement spent on local small/medium enterprises	7%	Not available	11%	Annabel Travers

Ob	Increased employment and training opportunities
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Performance Indicator	2016/17	2017/18	2018/19	Assigned To
	Value	Value	Target	
RES/PRO/004 Percentage of all contracts delivering community benefits	Not available	10%	20%	Annabel Travers

P	2. Supported individuals, families and carers living independently and with dignity
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Ob	More affordable and suitable housing options
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Performance Indicator	2016/17	2017/18	2018/19	Assigned To
	Value	Value	Target	
CS/FI/LPI001 DP BA2a SPI - The time for processing applications for new claims from the date of receipt of the application to the day on which the claim is decided.	26.4	26.33	26	Ryan Chalmers
CS/FI/LPI002 DP BA2b SPI - The time for processing applications for notifications of changes of circumstances from the date of receipt of the application to the day on which the claim is decided.	5.11	3.46	5	Ryan Chalmers

Action	Start Date	Due Date	Assigned To
RES/1819/001 Deliver legislative changes required by UK government Welfare Reform	01-Apr-2018	31-Mar-2019	Ryan Chalmers

P	3. Meaningful engagement with active, empowered and informed citizens who feel safe and engaged
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Ob	Fully consulted and involved citizens who are able to make full use of the Community Empowerment Act
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Action	Start Date	Due Date	Assigned To
RES/1819/002 Implement appropriate levels of service satisfaction surveys	01-Apr-2018	31-Mar-2019	Stephen West
RES/1819/003 Review all complaints received to ensure any lessons available are learned and service improvements implemented	01-Apr-2018	28-Jun-2019	Stephen West

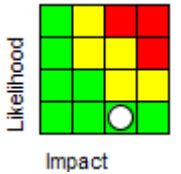
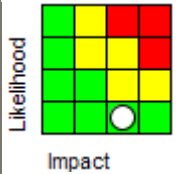
P	4. Open, accountable and accessible local government
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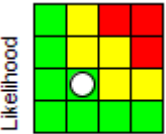
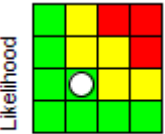
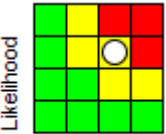
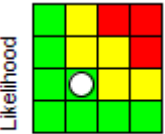
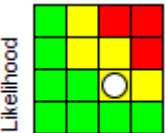

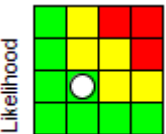





Ob	Strong financial governance and sustainable budget management (Service Objective)
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Performance Indicator	2016/17	2017/18	2018/19	Assigned To
	Value	Value	Target	
CS/FICT/031 Amount of free reserves as a percentage of the prudential reserve target - HRA	100%	Not available	100%	Gillian McNeilly
CS/FICT/033 Amount of free reserves as a percentage of the prudential reserve target - General services	123%	Not available	100%	Gillian McNeilly
CS/FICT/SPI1/001 Value of outstanding sundry debt as a percentage of total that is more than 90 days old from date of invoice	47.25%	53%	50%	Ryan Chalmers
CS/PR/01 Annual Cash Savings target achieved	£642,691.00	Not available	£332,000.00	Annabel Travers
H/SSHC/CI/30 Rent collected as a % of total rent due	100.22%	Not available	101%	Ryan Chalmers
RES/FIN/001 Percentage of budgetary control reports delivered on time	100%	Not available	100%	Gillian McNeilly
RES/FIN/002 Percentage variance to budget projected	99.83%	Not available	0%	Gillian McNeilly
RES/FIN/003 Percentage of annual accounts delivered on time	100%	100%	100%	Gillian McNeilly
RES/FIN/004 Percentage of external returns submitted on time	100%	100%	100%	Gillian McNeilly
RES/FIN/005 Percentage of Agresso Project Plan implemented on time	New PI for 2017/18	75%	100%	Gillian McNeilly
RES/IAF/001 Percentage of Audit Plan completed	60%	57%	95%	Colin McDougall
RES/IAF/002 Percentage of corporate fraud savings target achieved	148%	167%	100%	Colin McDougall
RES/PRO/003 Percentage of P2P savings target achieved	New for 2017/18	100%	100%	Annabel Travers
RES/PRO/005 Percentage of spend on contract	79.4%	Not available	75%	Annabel Travers

Performance Indicator	2016/17	2017/18	2018/19	Assigned To
	Value	Value	Target	
SCORP01 Support services as a % of total gross expenditure	4%	Not available	3.5%	Jackie Allison
SCORP04 Cost of collecting council tax per dwelling £	£10.25	Not available	£10.00	Ryan Chalmers
SHSN01a Current tenants' arrears as a percentage of total rent due %	12.66%	11.57%	10.5%	Ryan Chalmers
SHSN01b Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	10.15%	8.83%	8%	Ryan Chalmers

Action	Start Date	Due Date	Assigned To
RES/1819/009 Review and update long term finance strategy	01-Apr-2018	31-Mar-2019	Stephen West
RES/1819/013 Provide timely and accurate budgetary control reporting for Council and associated bodies	01-Apr-2018	31-Mar-2019	Gillian McNeilly
RES/1819/014 Report agreed savings options and management adjustments through the budgetary control process	01-Apr-2018	31-Mar-2019	Gillian McNeilly
RES/1819/015 Provide timely and accurate financial statements for the Council and associated bodies	01-Apr-2018	31-Mar-2019	Gillian McNeilly
RES/1819/016 Deliver Internal Audit and Corporate Fraud Plan for 2018/19	01-Apr-2018	31-Mar-2019	Colin McDougall
RES/1819/017 Continue to improve and deliver the Assurance Statement to support the Statement of Internal Financial Controls	01-Apr-2018	31-Mar-2019	Colin McDougall
RES/1819/018 Ensure Public Sector Network compliance and monitor ICT Security	01-Apr-2018	31-Mar-2019	Colin McDougall
RES/1819/019 Widen the role of the Corporate Fraud team	01-Apr-2018	31-Mar-2019	Colin McDougall
RES/1819/020 Ensure continuing Council compliance with the Code of Good Governance	01-Apr-2018	30-Jun-2018	Colin McDougall
RES/1819/021 Review ways to manage and reduce corporate debt handling	01-Apr-2018	31-Mar-2019	Ryan Chalmers
RES/1819/022 Continue the implementation of the rent collection improvement plan to improve rent collection rates	01-Apr-2018	31-Mar-2019	Ryan Chalmers
RES/1819/023 Review ways to improve Council Tax collection	01-Apr-2018	31-Mar-2019	Ryan Chalmers
RES/1819/024 Implement service improvements as part of the Billing and Payment review	01-Apr-2018	31-Mar-2019	Stella Kinloch

Risk	Current Risk Matrix	Target Risk Matrix	Assigned To
Failure to provide assurance of the system of financial controls			Colin McDougall

Risk	Current Risk Matrix	Target Risk Matrix	Assigned To
Debt is not recovered efficiently or effectively, with inherent risk of financial loss			Ryan Chalmers
Increase in the level of rent arrears due to the level of Welfare Reform changes and general state of economy			Ryan Chalmers
National delays in implementation; ineffective systems ICT or processes e.g. with the DWP affecting delivery of Welfare Reform changes			Ryan Chalmers
Non-compliance with procurement legislation			Annabel Travers
Failure to meet statutory deadlines for external returns (including HMRC) and financial statements			Gillian McNeilly
Financial projections are significantly incorrect			Gillian McNeilly

Risk	Current Risk Matrix	Target Risk Matrix	Assigned To
Significant financial funding reductions from Scottish Government			Gillian McNeilly

P 5. Efficient and effective frontline services that improve the everyday lives of residents

Ob A committed and skilled workforce

Performance Indicator	2016/17	2017/18	2018/19	Assigned To
	Value	Value	Target	
RES/RES/002 Percentage of Staff Survey Improvement Plan completed	New for 2017/18	100%	100%	Stephen West

Action	Start Date	Due Date	Assigned To
RES/1819/008 Implement recommendations from Employee Survey 2017 and self-evaluation processes	01-Apr-2018	31-Mar-2019	Stephen West
RES/1819/032 Review Finance and CPU Business Partner roles to improve communication and thereby improve ability to influence decision making (21 Century Review)	01-Apr-2018	31-Mar-2019	Gillian McNeilly; Annabel Travers
RES/1819/033 Ensure appropriate staff liaison and planning discussions about the Office Rationalisation Project are taking place via the change champion and change managers' groups to ensure robust plans are in place to maintain service delivery	01-Apr-2018	31-Mar-2019	Colin McDougall; Gillian McNeilly; Arun Menon; Annabel Travers
RES/1819/034 Review the needs of services to ensure the available financial guidance notes and training are in line with current needs	01-Apr-2018	31-Mar-2019	Gillian McNeilly
RES/1819/035 Review communication to services in respect of Finances timescale deadlines for recurring tasks to ensure maximum efficiency of workload prioritisation	01-Apr-2018	31-Mar-2019	Gillian McNeilly

Ob	A continuously improving Council delivering best value
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Performance Indicator	2016/17	2017/18	2018/19	Assigned To
	Value	Value	Target	
RES/PRO/006 Percentage of all contracts that have at least one supplier management meeting each year	New for 2018/19	New for 2018/19	40%	Annabel Travers
RES/RES/001 Number of customer feedback processes undertaken and evaluated	New for 2017/18	4	10	Stephen West
SCORP07 Percentage of income due from council tax received by the end of the year %	95.21%	95.41%	95.5%	Ryan Chalmers
SCORP08 Number of invoices paid within 30 calendar days of receipt as a percentage of all invoices paid	94.1%	92.6%	95%	Stella Kinloch
Action	Start Date	Due Date	Assigned To	
RES/1819/004 Review and redesign service to ensure priorities are agreed and tasks, duties carried out are added value (21 Century Review)	01-Apr-2018	31-Mar-2019	Stephen West	
RES/1819/005 Review charging regime for the Council	01-Apr-2018	31-Mar-2019	Stephen West	
RES/1819/006 Develop collaboration and commercialisation approaches for Resources services (21 Century Review)	01-Apr-2018	31-Mar-2019	Stephen West	
RES/1819/007 Explore opportunities for the digital transformation of the service, focused on digital enablement and process improvement	01-Apr-2018	31-Mar-2019	Stephen West	
RES/1819/010 Develop and implement new ways of working with a view to re-direct staffing resource and expertise to transformational projects	01-Apr-2018	31-Mar-2019	Gillian McNeilly	
RES/1819/011 Develop Finance leadership, governance and controls across the Council	01-Apr-2018	31-Mar-2019	Gillian McNeilly	
RES/1819/012 Review and develop benchmarking within Finance Services in line with the Council's benchmarking framework	01-Apr-2018	31-Mar-2019	Gillian McNeilly	
RES/1819/025 Develop procurement leadership, governance and controls across the Council	01-Apr-2018	31-Mar-2019	Annabel Travers	
RES/1819/026 Improve management, prioritisation and increased speed of procurement projects	01-Apr-2018	31-Mar-2019	Annabel Travers	
RES/1819/027 Develop and implement new ways of working in procurement activity	01-Apr-2018	31-Mar-2019	Annabel Travers	
RES/1819/028 Implement actions arising from the Procurement and Commercial Improvement Programme assessment, including: developing supplier relationship management and sustainability including local suppliers and community benefits	01-Apr-2018	31-Mar-2019	Annabel Travers	
RES/1819/029 Review and develop benchmarking within Business Support in line with the Council's benchmarking framework	01-Apr-2018	31-Mar-2019	Arun Menon	

Appendix 3: Quality Standards

Service	Sub Area	Quality Standards	How are they measured?	Where will they be published?
Audit	Internal Audit	We will issue draft audit reports within 21 calendar days of fieldwork completion	RES/IAF/006 Percentage of draft audit reports issued within 21 days of fieldwork completion	Audit Committee, Corporate Services Committee
		We will issue final audit reports within 14 calendar days of agreement of action plan	RES/IAF/007 Percentage of final audit reports issued within 14 days of agreement of action plan	
		We will seek feedback on the audit experience within 7 calendar days of issue of final audit report and use this to improve our service	RES/IAF/011 Percentage of audit feedback questionnaires issued within 7 calendar days of issue of final audit report	
		We will comply with the Public Sector Audit Standards	RES/IAF/008 Level of full compliance with the Public Sector Internal Audit Standards	
Finance		We will meet all deadlines for completing and submitting all key financial returns	RES/FIN/098 Percentage of key financial returns completed and submitted by due dates	Corporate Service Committee
		We will sign off all reconciliations by the end of the following period	RES/FIN/096 Percentage of reconciliations signed off by the end of the following period	
		We will submit Agresso budgetary control reports within 2 working days of month end	RES/FIN/093 Percentage of Agresso budgetary control reports submitted within 2 working days of month end	
		We will deal with new insurance claims within 5 working days (including acknowledge claimant, send to claims handling company, update system, and forward to service for report if required)	PI to be developed	
		We will deal with requests for information for litigation/ court requests within 4 working days	PI to be developed	
		We will issue weekly cash summary within 5 working days of week end	RES/FIN/092 Percentage of weekly cash summaries issued within 5 working days of week end	
Business Support	Revenues & Benefits	We will process new Housing Benefit claims within 26 days of receipt	Time for Processing Housing Benefit Applications (New Claims)	Corporate Services Committee; Housing Committee; CIPFA; DWP
		We will process Housing Benefit change in circumstances notifications within 5 days of receipt	Time for Processing Housing Benefit Notifications of Changes in Circumstance	
		We will process new Council Tax Reduction claims within 26 days	Time for Processing Council Tax Reduction (New Claims) and (Notifications of Changes in Circumstance)	

Service	Sub Area	Quality Standards	How are they measured?	Where will they be published?
		We will process Council Tax change in circumstances notifications within 5 days	Time for Processing Council Tax Reduction (Notifications of Changes in Circumstance)	
		We will aim to process Housing Benefit claims as accurately as possible and aim to minimise overpayments as a result of our error with a target of 0.4%	Percentage of Overpayments due to Local Authority Error as a Percentage of all Benefits Expenditure	
		We will seek to maximise the value of fraudulent Housing Benefit and Council Tax discount and reductions applied by recovering at least 50%	% fraudulent overpayments recovered	
		We will aim to maximise Council Tax collection by targeting to collect 95.5% of income due from council tax	Percentage of income due from council tax received by the end of the year	
		We will aim to maximise the collection of HRA Rental income	Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year Current tenants' arrears as a percentage of total rent due %	
		We will issues Debtors invoices timeously and aim that no more than 40% of total sundry debt is older than 90 days	Outstanding sundry debt as a percent of total that is more than 90 days old	
	Finance Service Centre	We aim to pay all of creditor invoices within 30 calendar days of receipt	Number of Invoices Paid within 30 Calendar Days of Receipt as a percentage of all Invoices Paid	CIPFA; Corporate Services Committee;
		Changes made to suppliers' bank accounts will be logged, reviewed by a senior member of staff or confirmed to the supplier once made within 2 working days of notification	Number of fraudulent supplier Masterfile changes that have resulted in payments	
	Corporate Admin Support	We will aim to minimise error rates from keying (no more than 5%) and process within 5 working days for both Building Services Timesheets and Sold Property Invoices	Number of building services Timesheets and Sold Property Invoices processed on time and accurately	Internal monitoring, HMRC website, SDS website, EU Funding Guidelines, Home Office regulations, FSA regulations, and legislation
		We will process all of Education Maintenance Allowance claims on time and with no errors	Number of EMAs processed accurately and on time	
We will process all Creditors Invoices in adherence to HMRC Regulations		Number of Creditors invoices processed accurately and on time		
We will submit all of information to the Home Office on time with respect to the Syrian Refugee Projects		Information submitted to the Home Office accurately and on time re the Syrian Refugee Project		
We will submit all information on time to the Food Standards Agency		Information submitted to the Food Standards Agency accurately and on time		

Appendix 4: Workforce Plan - Action Plan 2018/19

1. Addressing the gap between current workforce supply and predicted future demand				
Strategy	Planned service review to address gap taking cognisance of opportunities to realise savings through voluntary turnover			
Expected Outcome	Gap is addressed, whilst: <ul style="list-style-type: none"> • Protecting critical roles (and avoiding associated turnover) • Ensuring service priorities are met • Avoiding or minimising risk of voluntary or compulsory redundancy 			
Actions	Person(s) Responsible	Resources Needed	Complete By	Measurement of outcome
Review current structures and scope alternatives to resource future demand while incorporating management adjustments to achieve budget savings	S West	Workforce	2017/18	Achievement of savings. Streamlined, more efficient processes
Review current structure and recruitment strategies for procurement team to address high turnover and address difficulties with recruitment due to shortfall of people with these skills in the market	A Travers	Workforce	Ongoing	Completion of scoping exercise and alternative strategies approved
Review role design and develop proposals for career pathways within procurement team	A Travers	Workforce	Ongoing	Completion of scoping exercise and alternative strategies approved
Introduce and implement peer mentoring and on the job training within procurement team	A Travers	Workforce	Ongoing	SPOs attending ILP training to develop coaching and mentoring skills to facilitate change
Review structure as functionality of the Aggresso accountancy system is developed and implemented	G McNeilly	Workforce	Ongoing	Achievement of savings. Streamlined, more efficient processes
Review structure and resource allocation as processes and systems are developed to reduce failure demand and inefficiencies and automated systems implemented	A Menon	Workforce/ Systems	Ongoing	Achievement of savings, Streamlined, more efficient processes

Continue development of the Central Admin Support model wider across the council and identify efficiencies within existing processes	A Menon	Workforce	Ongoing	Achievement of savings, Streamlined, more efficient processes
Completion of self-evaluation and customer feedback survey exercises and identification of resulting improvement opportunities (within and across services)	All	Workforce	Ongoing	Development and implementation of resulting action plans. Evidence of improvement
Review current structures and scope alternatives to resource future demand while incorporating management adjustments to achieve budget savings	S West	Workforce	2018/19	Achievement of savings. Streamlined, more efficient processes
Review current structure and recruitment strategies for procurement team to address high turnover and address difficulties with recruitment due to shortfall of people with these skills in the market	A Travers	Workforce	Ongoing	Evaluation of effectiveness of strategy in reducing turnover and recruiting to posts
Review role design and develop proposals for career pathways within procurement team	A Travers	Workforce	Ongoing	Succession plan with career pathways developed
Develop and implement mentoring and training within procurement team.	A Travers	Workforce	Ongoing	Evaluation and update.
Ensure sufficient resources to progress commercialisation initiatives	S West	Workforce	2018/19	Evaluation by Project Team
Review FIMS role especially around development and maintenance of Agresso to avoid single person dependency	G McNeilly	Workforce	Ongoing	More resilient Agresso development function; reduced reliance on external consultants; leaner timescales for developing functionality that support process improvements

2. Addressing the gap between current and required additional workforce capabilities

Strategy	Development and implementation of associated training plans to enable capabilities to be developed within existing workforce
Expected Outcome	Gap is addressed, whilst: <ul style="list-style-type: none"> Ensuring value for money in terms of training solutions

	<ul style="list-style-type: none"> Minimising requirement to recruit for new capabilities (and thereby avoiding or minimising risk of voluntary or compulsory redundancy) Ensuring service priorities are met as a result of application of those new capabilities 			
Actions	Person(s) Responsible	Resources Needed	Complete By	Measurement of outcome
Review current and future staffing requirements and changes to working practices to identify training needs following implementation of legislative changes relating to Welfare Reform	A Menon	Workforce	Ongoing	Effective working practices with minimal processing delays and errors
Review current structure and recruitment strategies for procurement team to address high turnover and address difficulties with recruitment due to shortfall of people with these skills in the market	A Travers	Workforce	Ongoing	New posts filled by existing council employees. New talent grown from within. Existing workforce
Review role design and develop proposals for career pathways within procurement team	A Travers	Workforce	Ongoing	Succession plan and career progression developed
Develop and implement mentoring and training within procurement team	A Travers	Workforce	Ongoing	Evaluation and uptake
Undertake a skills analysis to identify training needs to address the gap in capabilities identified in the workforce plan: <ul style="list-style-type: none"> Commercialisation Contracting Quality Improvement Development of technology solutions 	Service Managers	HR/OD	March 2019	Training needs identified and included in training plan
Ensure service managers develop a training plan to address gaps identified from an individual perspective following Be the Best meetings	All Managers	Workforce/ budget	June 2018	Training needs identified and included in training plan
Discuss training needs identified with OD to identify cost effective solutions	S West	OD	June 2018	Evaluation & Update
Review and implement training to support Self Serve initiatives	All Managers	Workforce	Ongoing	Evaluation and update

3. Improve integration across teams within the Strategic Lead Area				
Strategy	Undertake an OD diagnostic exercise to establish synergies between teams and development of resulting new ways of working, which may in turn inform any required service review			
Expected Outcome	Service priorities are delivered in a more seamless, holistic and efficient way			
Actions	Person(s) Responsible	Resources Needed	Complete By	Measurement of outcome
Undertake diagnostic exercise to establish where services interact and could improve with integration	S West	OD/HR/Service Managers	Sept 2018	Exercise complete and areas for improvement identified
4. Improve resilience across teams within the Strategic Lead Area				
Strategy	Develop and implement training plan in relation to critical roles			
Expected Outcome	Improved resilience across teams and retention of knowledge and skills associated with critical roles			
Actions	Person(s) Responsible	Resources Needed	Complete By	Measurement of outcome
Ensure appropriate processes are documented to enable smooth transition in areas of specialism	S West	Service Managers	Ongoing	Review 6 monthly
Complete risk assessment with managers to identify critical roles and career development	S West	HR/OD/Service Managers	Sept 2018	Critical roles identified
Develop and embed a process of succession planning to attract and retain staff needed to meet service delivery in the future	S West	HR/Service Managers	Oct 2018	Monitor and review plan 6 monthly
Implement career path in key areas within resources	S West	Service Managers	Ongoing	Review 6 monthly