

Agenda Item	4a.
Report No	RES/11/21

Committee: Corporate Resources Committee

Date: 26 May 2021

Report Title: Resources and Finance Service Directorate Service Plan 2021/22

Report By: Executive Chief Officer – Resources and Finance

1. Purpose/Executive Summary

- 1.1 This report accompanies the 2021/22 Directorate Service Plan for the Resources and Finance Service.
- 1.2 The Directorate Service Plan for 2021/22 is aligned to the Corporate Plan and resources currently available. The Plan is subject to review, and any changes will be reported for Members' consideration.

2. Recommendations

2.1 Members are asked to:

Members are asked to:

- consider the broad extent of the Service's strategic leadership responsibilities to enable business as usual activities, one off projects, the Transformation Programme and for delivery of the ambitious Health & Prosperity Strategy 2021/22
- note strategic leadership and support for the Council's Service Redesign, which is one of 9 priority projects in the Council's Transformation Programme, remains a key priority for the Resources & Finance Service, in particular our Human Resources (HR) section
- be aware that the Service Plan is subject to review and shall be updated as required to respond to internal changes and external influences
- agree the Directorate Service Plan appended to this report for the Resources & Finance Service and note that arising changes will be reported to this Committee for consideration.

3. Implications

3.1 Resource

The Resources & Finance Service is managing a revenue budget for 2021/22 of £18.197m and a talented workforce of 460 full-time equivalents. We have a significant and broad range of statutory duties including Section 95 responsibilities for the totality of the Council's Revenue Budget of £648m and Capital Budget of £105m for the current financial year. We also have statutory responsibilities for the Council's main income streams – Council Tax, Non-Domestic Rates and Sundry Debtors – with a gross amount of £422.4m. Our strategic responsibilities further extend to Human Resource Management and the Health & Safety of the Council's entire workforce comprising 7,840 full-time equivalents or 10,062 employees.

3.2 **Risk**

Risks identified in the Service Plan are recorded in the Risk Register and will be monitored quarterly with changes reported to future Committee meetings.

3.3 **Legal**

There are no legal implications as a result of this report.

The Service has an extensive number of statutory duties and obligations, which we will continue to deliver in full, with the appropriate governance and scrutiny.

The Directorate Service Plan for the Resources & Finance Service supports the statutory requirements for public performance reporting. Directorate Service plans set out the planned objectives and measures which together form the framework for annual public performance reporting.

In addition, The Council has a legal duty to demonstrate how it will achieve Best Value for public resources. This includes what the Council will prioritise and what it expects to achieve, and this is set out in the Directorate Service Plan which also reflects the Council Programme and performance framework.

3.4 **Climate Change/Carbon Clever**

Through our ambitious strategic leadership approach, the improvement actions set out in the Directorate Service Plan will contribute to the Council's net carbon zero achievements.

3.5 **Community (Equality, Poverty, Rural and Island)**

The extent of the strategic role and significant support provided by the Service to reduce poverty, alleviate financial insecurities and promote equalities are evidenced by the Service's social and economic empowerment responsibilities.

3.6 **Gaelic**

Once approved the Directorate Service Plan will have headings and sub-heading translated into Gaelic, in-keeping with Council policy.

4. **Background**

4.1 This Directorate Service Plan (Appendix 1) relates to the Resources & Finance Service, its functions and resources.

The Plan is structured around five key sections:

1. Plan on a page – Key Priorities and KPIs;
2. Resources - Budget, Staffing and Other Resources;
3. Delivering the Corporate Plan – the Service's responsibilities;

4. Service successes and areas for improvement; and,
5. Service improvement actions for 2021/22 - key actions being undertaken by each function in the Service to improve performance.

5. Service Information and Supporting Evidence

5.1 Performance Analysis

5.1.1 To reflect the broad and diverse range of functions delivered by the service, the Directorate Service Plan focuses on 4 key themes:

1. Strategic Leadership and Innovation
2. Delivering Financial Excellence and Maximising Revenue for the Council
3. Valuing our People and Advancing Employee Wellbeing
4. Social and Economic Empowerment

5.1.2 Strategic Leadership and Innovation

Our Ambitious Strategic Leadership approach includes enabling the Transformation Programme, ensuring appropriate controls and governance of key Council resources, delivering Best Value and value for money, and for equipping Executive Chief Officers and budget managers with the skills, knowledge and data to effectively manage budgets, to deliver services in a safe and compliant manner and to protect and advance the wellbeing of the Council's workforce.

5.1.3 Delivering Financial Excellence and Maximising Revenue for the Council

The CIPFA financial management code ('the Code') is designed to support good practice in financial management and to assist local authorities in demonstrating their financial sustainability. It sets out the standards of financial management for local authorities. As such compliance with the Code is a key influence on the work of the Resources & Finance Service.

The Code is based on a series of principles supported by specific standards which are considered necessary to provide the strong foundation to:

- financially manage the short, medium and long-term finances of a local authority
- manage financial resilience to meet unforeseen demands on services
- manage unexpected shocks in their financial circumstances.

Each local authority must demonstrate that the requirements of the code are being satisfied. Demonstrating this compliance with the Financial Management Code is a collective responsibility of elected members, the chief finance officer (CFO) and their professional colleagues in the leadership team. It is for all the senior management team to work with elected members in ensuring compliance with the Code and so demonstrate the standard of financial management to be expected of a local authority. In doing this, the statutory role of the Section 95 officer will not just be recognised but also supported to achieve the combination of leadership roles essential for good financial management.

The principles of the Code, which are detailed below, have been designed to focus on an approach that will assist in determining whether, in applying standards of financial management, a local authority is financially sustainable.

- **Organisational leadership** – demonstrating a clear strategic direction based on a vision in which financial management is embedded into organisational culture.
- **Accountability** – based on medium-term financial planning that drives the annual budget process supported by effective risk management, quality supporting data and whole life costs.
- **Financial management** is undertaken with transparency at its core using consistent, meaningful and understandable data, reported frequently with evidence of periodic officer action and elected member decision making.
- **Adherence to professional standards** is promoted by the leadership team and is evidenced.
- **Sources of assurance** are recognised as an effective tool mainstreamed into financial management, including political scrutiny and the results of external audit, internal audit and inspection.
- The **long-term sustainability of local services** is at the heart of all financial management processes and is evidenced by prudent use of public resources.

The Resources & Finance Service is responsible for maximising the Council's income from Council Tax, which contributes around 21.5% of the Council's general fund and is used to bridge the difference between total revenue funding received from the Scottish Government and the Council's estimated expenditure. There is therefore a sharp focus on council tax collections performance and actions to mitigate performance fluctuations.

The Highland Council is the 3rd largest Rating Authority in Scotland with more than 19,000 non-domestic ratepayers. Our social and economic empowerment pledge extends to ensuring that our eligible non-domestic ratepayers receive all entitlements due while at the same time maximising the amount of rates income collected. During 2019/20, we granted the highest number of Small Business Bonus awards in Scotland and so far for 2021/22 have awarded £20.03m of this relief for small businesses.

5.1.4 Valuing our People and Advancing Employee Wellbeing

Within the Resources & Finance Service, our Human Resource (HR) section leads the Council in ensuring there is a safe and secure working environment for our staff and legal compliance in all staffing matters.

The COVID-19 pandemic has brought additional challenges for the organisation to support staff to continue to deliver services safely in adhering with evolving regulations. Our HR section has developed and further updated COVID-19 support/guidance, working in partnership with trade unions to enable the health, safety and wellbeing of the Council's workforce.

In addition to the statutory Occupational Health & Safety activities, the key aims for HR provision during 2021/22 in supporting the Council's objectives include:

- Continue to support COVID-19 measures and responses, with an ongoing focus on the mental health and wellbeing of staff. Mental Health Representatives play a key role along with Attendance Support Officers and training materials to enable our workforce to remain working.

- Workforce engagement continues to be a high priority and will contribute to supporting staff wellbeing. Two wellbeing surveys were conducted in May 2020 and April 2021 as part of the wider New Ways of Working Survey (NWoW). Feedback from both wellbeing surveys, NWoW and a further All Employee Survey (to be undertaken in the Autumn) will be used to inform policy, guidance and further support for the workforce through the programme of transformation.
- Fully consolidate the Living Wage by remodelling affected pay grades.
- Improve provision of HR data and HR system through procurement and implementation of a new system and sourcing a new Learning Management System (LMS).
- Supporting a performance and learning culture in the Council through provision of learning material and on-line courses and seek to improve course attendance for all courses delivered. Data on course attendees will be provided on a regular basis for Executive Chief Officers and Management teams. A Senior Leadership Development Programme will be delivered in collaboration with our public sector partners where possible, there will be a continued expansion of the Council's Modern Apprenticeship Programme and we will seek to maximise available funding to upskill employees.

These actions will enable the Senior Leadership structure to be implemented and fully embedded. Service Redesign, one of nine priority projects in the Transformation Programme, is a major priority for the Resources & Finance Service as this will ensure that all Services are provided with the strategic leadership, guidance and support for effective implementation.

5.1.5 **Social and Economic Empowerment**

Our social and economic empowerment responsibilities involve engaging with our residents and businesses across the whole of Highland. We are recognised for our excellence and provide evidence to the UK and Scottish Parliaments, and through our advisory roles with the Scottish Government, ensure the strengths, opportunities and challenges facing the Highlands are understood and considered when national policy is being shaped, designed, implemented and reviewed.

Our high performance in benefits administration ensures that new claims are decided in 9 days and changes in circumstances in 1.8 days. This ensures prompt payment for tenants and landlords, reduces the number and value of benefit overpayments to be recovered, and maximises subsidy for the Council.

Our Welfare Support Team and contracted advice and information services delivered by Citizens Advice have provided vital support for more individuals to receive the financial support that is available to them and to access the additional COVID-19 entitlements.

In collaboration with our partners, we helped to develop a Money Worries leaflet to help signpost citizens to key support services. This leaflet is currently available in English, Polish and Arabic, and is available on the Council's website

https://www.highland.gov.uk/download/downloads/id/23081/worrying_about_money.pdf

5.2 Business Intelligence

- 5.2.1 The Service will continue to expand the range of management information available to both internal and external customers utilising the reporting tools available within our current and future systems alongside corporate systems such as Performance & Risk Management System (PRMS) and Power BI.
- 5.2.2 Critical analyses of business intelligence will be embedded to inform Service-wide improvements and innovation, achieve Best Value and Value for Money, and in order to provide strategic leadership across the whole Council.

5.3 Risk Analysis

- 5.3.1 An appetite for risk is set at both Corporate and Service level, and risks are evaluated against this. Risks which are above this appetite line for the Service are reflected in areas for improvement in the Service Plan. This includes Corporate risks where our Service has a lead mitigating role.

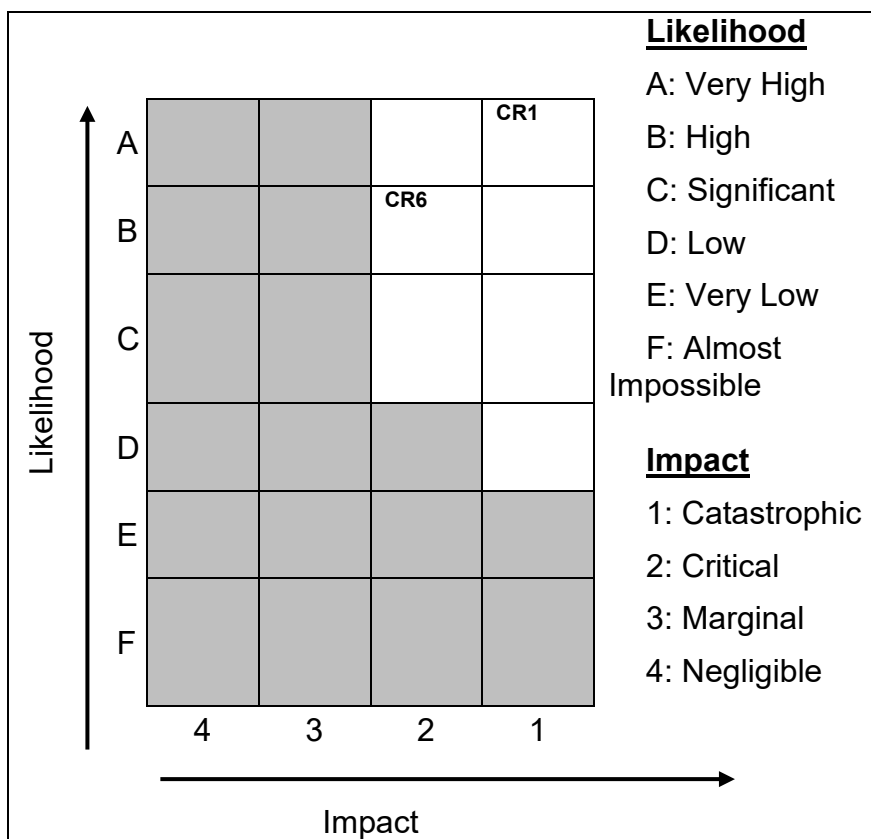


Table: Corporate Risks led by the Resources & Finance Service

Risk ID	Risk rating	Short Name
CR1	A1	Financial Sustainability
CR6	B2	Workforce Planning

- 5.3.2 All risks are monitored on our electronic PRMS and managed by the Service’s Directorate.

5.4 **Monitoring**

- 5.4.1 The plan is an organic document and will be subject to update and review on an annual basis with a report to the relevant strategic committee for consideration. Review will take into account internal and external influences and actions arising from monitoring activity throughout the year. Progress on the improvement actions identified in the Directorate Service Plan will be recorded in the Corporate PRMS system and reported regularly to the Corporate Resources Committee.

5.5 **Best Value**

- 5.5.1 The Best Value Assurance Improvement Plan for the Highland Council, considered by the Council in March 2020, included 7 improvement actions for the Resources & Finance Service. The attached Service Plan addresses these improvement actions.

5.6 **Inspections/Internal and External Audits**

- 5.6.1 The Service fully co-operates with inspections and audits and implements agreed management actions.

5.7 **Workforce Planning**

- 5.7.1 Integral to our strategic leadership responsibilities for Human Resources, our Service is responsible for the design and implementation of the Corporate Workforce Strategy which recognises that our most important resource is our people. This strategy supports the need to shape our workforce in an incremental manner.

Based on our values, the strategy underpins our stated commitment to avoid compulsory redundancies wherever possible and will follow a set of guiding principles; it will be objective-led and focus on the Council's strategic change programme; with the development of our workforce at its core.

- 5.7.2 A review of the Workforce Planning (WFP) Strategy through the Redesign Board determined the [WFP Strategy \(2017/23\)](#) continues to be fit for purpose. The undernoted key recommendations will be taken forward underpinned by a Recruitment Strategy and Talent Management Strategy:

- invigorating and relaunching an Induction process which is tailored, simplifying the ERD processes and review exit process to identify trends on employee turnover
- designing job roles and descriptions which foster greater flexibility for staff to move between Services and on a career pathway
- supporting an aging workforce develop the WFP toolkit to include roles and responsibilities for managers and issue guidance
- align WFPs with financial plan
- investigating benefits of WFP with partner agencies
- supporting services to identify and implement succession plans with Services
- introducing a process to enable secondment opportunities to be aligned to development needs, career paths and succession planning

5.8 **Occupational Health, Safety, and Wellbeing**

5.8.1 Our strategic responsibilities extend to the provision of policies and procedures relating to the Council's Human Resource Management and Health & Safety for the whole of the Council's workforce of 7,840 full-time equivalents or 10,062 employees. These include improvements with Occupational, Health, Safety & Wellbeing (OHS&W) monitoring and processes to support staff wellbeing, such as the introduction of an OHS&W Employee Management System to log accidents, track actions along with raising awareness of reporting incidents and near misses. A user guide for the new CRM system on violence and aggression will also be developed. Monitoring and increasing Fire Safety Assessments will enable improved learning in the organisation. Institution of Occupation Safety and Health (IOSH) training will be available for senior leaders to ensure clear roles and responsibilities in Services.

5.9 **Supporting Strategies and Plans**

Supporting strategies and plans will be developed by lead officers for the improvement actions set out in the appended Directorate Service Plan, together with impact assessments.

5.10 **Impact Assessments**

The areas for improvement set out in the Directorate Service Plan will be individually assessed by lead officers as the first action for potential impacts on communities and Equalities. This will assist with our duties in respect of the Public Sector Equality Duty, including socio-economic, poverty and rural impacts.

The Council has a legal duty to consider for all plans, programmes and strategies, the relevance of the Environmental Assessment (Scotland) Act 2005. Following the Strategic Environmental Assessment of the Directorate Service Plan the Environmental Impacts have been considered through pre-screening and while the Plan includes our contribution to net carbon zero, no other significant likely environmental impacts were identified.

Designation: Executive Chief Officer- Resources and Finance

Date: 13 May 2021

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Caroline Urquhart, Business Management Analyst

Background Papers: Best Value Assurance Improvement Plan;
Corporate Risk Register;
PRMS

Resources and Finance

Directorate Service Plan (2017-2022)
(Updated May 2021)

<p>Deliver Financial Excellence underpinned with effective financial controls, professionally trained and empowered Business Partners, sound governance, transparent budgeting and monitoring, a corporate strategy for capital expenditure, medium-term financial planning, and via our Commercial and Procurement Shared Service partnership. Our expertise provides an agile financial infrastructure for effective budget management across all Services.</p>	<p>Maximise Revenues for the Council through effective collection and enforcement of the Council's main income streams (Council Tax, Non-Domestic Rates and Sundry Debt Income) and income generation policies and strategies. Council Tax, Non-Domestic Rates and Sundry Debt Income have a gross combined billed amount of £422.4m for 2021/22.</p>	<p>Reported Quarterly</p> <ul style="list-style-type: none"> • Percentage of Council Tax Received • Percentage of Non-Domestic Rates Received • Percentage of Sundry Debt Income Received <p>Development of:</p> <ul style="list-style-type: none"> - Capital Strategy during 2021/22 - Medium Financial Planning Strategy - Key Performance Indicators for Commercial and Procurement Shared Services - Enhanced Management Information and Performance Framework
<p>Our Ambitious Strategic Leadership approach includes enabling the Transformation Programme, ensuring appropriate controls and governance of key Council resources, delivering Best Value and value for money, and for equipping Executive Chief Officers and budget managers with the skills, knowledge and data to effectively manage budgets, to deliver services in a safe and compliant manner and to protect and advance the wellbeing of the Council's workforce.</p> <p>Led by the Resources & Finance Service, our Corporate Shared Business Support experts have significant breadth and depth of knowledge to inform process redesign and each of the 9 priority projects in the Transformation Programme. One such project, sponsored by the Executive Chief Officer for Resources & Finance is the ambitious Procurement and Contracts Management project where there are identified improvement opportunities</p>		<p>Reported Annually</p> <ul style="list-style-type: none"> • Cost of Corporate Accounting services • Cost of Commercial and Procurement Shared services • Administration costs for Council Tax • Cost of our payroll and pensions services • Cost of benefit administration • Cost of administering Non-Domestic Rates • Cost of our Corporate Shared Business Support services and range of processes supported • Unit cost of invoices issued to our creditors • Costs and number of insurance claims processed

including cost reductions, more effective supplier relationship management, and making best use of the shared procurement partnership.

Our “can do” culture across the Resources & Finance Service underpins our resourcefulness, innovative approach and our ability to positively influence and contribute to the successful delivery of the Council’s ambitious Health & Prosperity Strategy for Highland while also ensuring ongoing compliance with our statutory duties and sustained commitments to support our workforce and deliver quality services for all of Highland.

A key priority for us is to provide strategic leadership, particularly in relation to our Human Resources role, to ensure the proper and effective implementation of Service Redesign, which is one of nine priority projects within the ambitious Transformation Programme.

- **Costs of completing the Council’s Annual Accounts**
- **Cost of completing Council Tax Annual Billing**
- **Cost of completing annual Non-Domestic Rates Billing**
- **Volume and costs of sundry debtor invoices**
- **Contribution to Net Zero Carbon**

Resources

Budget

The Revenue Budget for the Resources & Finance Service is managed within our Directorate on a monthly basis with actions taken to minimise the risks of budget overspends throughout the year and by the end of the financial year.

Our Service prides itself in continuous improvement and the alignment of our revenue budget with our performance is one such example. This alignment ensures meaningful and transparent information is provided in a combined report through our public reporting process. Elected Members of the Corporate Resources Committee publicly scrutinise our budget management and performance on a quarterly basis and our budget holders monitor budgets on an at least monthly basis.

The Resources & Finance Service has a significant and broad range of statutory duties, including Section 95 responsibilities for the totality of the Council's Revenue Budget of £648m and Capital Budget of £105m for 2021/22.

We are committed to delivering financial excellence and through our ambitious strategic leadership role and innovation, equip

Our talented workforce comprises around 460 full-time equivalents employed within the Resources & Finance Service to lead and deliver a diverse range of universal and targeted services for citizens, businesses, the Council's internal customers (Services) and the Council's vast workforce. Our inclusive approach enables our employees to choose flexible working, part-time and full-time roles, and to increase their annual leave entitlement. We encourage our teams to develop their skills and knowledge through training, work-based learning and by opting for traineeships and apprenticeships. Sharing leading practice and cross-fertilisation of skills and knowledge across our workforce are also encouraged.

The diverse nature of the services and strategic leadership we provide across all Services helps to enable the Council to achieve outcomes; to collaborate with communities, business leaders, the third sector and the public sector; to meet the Council's statutory responsibility to deliver a balanced budget; and collectively to deliver the Council's priorities, and emergency responses, including COVID-19.

Income from Council Tax and Non-Domestic Rates is used to help deliver the Council's vast statutory and non-statutory services including Education, Health & Social Care, management of our road network, affordable homes, the Council's Visitor Management Strategy, waste collections, Welfare services, apprenticeship

Executive Chief Officers and budget holders to effectively manage the Council's revenue and capital budgets.

Function	Budget (2021/22)
Directorate	£0.052m
Corporate Finance	£3.324m
Human Resources	£2.357m
Revenues, Benefits & Business Support	£12.464m
TOTAL	£18.197m

A key focus of the work within the service is continuing to ensure corporate adherence to the CIPFA Financial Management Code. The Code is designed to support good practice in financial management and to assist local authorities in demonstrating their financial sustainability. It also sets out the standards of financial management for local authorities.

opportunities, the significant Transformation Programme and the Council's ambitious Healthy & Prosperity Strategy 2021/22.

Other Resources

Our corporate responsibilities extend to the provision of policies and procedures relating to Human Resource Management and Health & Safety for the whole of the Council's workforce of 7,840 full-time equivalents or 10,062 employees.

We will continue to analyse business intelligence to inform decision-making, achieve Best Value and value for money, continuously improve our performance and to achieve innovation across the Resources & Finance Service and the Council as a whole.

Delivering the Corporate Plan

	Performance Analysis	Target	Actions
% of procurement spend on local enterprises (ECON04)	2019/20 47.26% (Scottish Average 28.51%)	Ensuring performance above the Scottish Average	Delivery of Transformation Programme: Procurement and Contracts Management project
Achieve £37.456m budget saving by March 2022	Complete - Budget surplus delivered in 2019/20 and anticipated for 2020/21. Balanced budget set for 2021/22	Residual budget gap of £20.3m for 2022/23 and 2023/24 to be closed	Ongoing monitoring of 21/22 revenue budget Development of medium-term financial plan
Council's financial reserves restored to 2% minimum by March 2022	Complete	General fund non-earmarked resource 2.7% of revenue budget at 2019/20 year end	Approved 2021/22 budget includes reserves strategy
Maintain proportion of EU Council employees	On target	Maintain current level of EU Council employees	Continue to monitor staff leavers, their reasons and new starts
Maintain recruitment controls and align with budget priorities	On target	100% vacancies approved with funding	Revise process for recruitment controls to remove time delays in advertising posts which will deliver on budget priorities

	Performance Analysis	Target	Actions
Council tax – Annual % received (CORP7)	2019/20 96.29% (Scottish Average 95.76%)	Above the Scottish Average	Continue to promote Council Tax Reduction and implement planned recovery and enforcement actions.
450 staff transitioned to new roles by 2022	26 as at end 2019/20	Not applicable	Paused transitioning
No. staff undertaking wellbeing workshop	458 in 2019/20	Not applicable	Wellbeing workshops have been replaced by alternative Mental Health and Wellbeing provision for staff eg through Employee Assistance Programme

Successes and Areas for Improvement

	Successes	Areas for Improvement
Strategic Leadership and Innovation	<ul style="list-style-type: none"> ✓ Approval of 2021/22 revenue budget and investment strategy ✓ Reprofiled of approved capital plan to reflect revised cost and delivery and incorporation of new projects ✓ Providing leadership and governance to the Council's Covid-19 response across services, for citizens and businesses including engagement with staff representatives ✓ Successful transition to remote working across all service areas ✓ Effective collaboration with the Convention of Scottish Local Authorities (CoSLA) and Scottish Government on national policy development, implementation and review. ✓ Developed a Connected 2021 Strategy ✓ Launched an Executive Development Model (Employee Review & Development) for Senior Leaders 	<ul style="list-style-type: none"> ★ Critically analyse business intelligence to inform Service-wide improvements and innovation and to support our strategic leadership role across the Council ★ Financial governance processes ★ Review of options for delivery of an E-invoicing solution ★ Further strengthen the resilience of our corporate systems and improve business information and data ★ Develop the Procurement Strategy and Annual Performance Report ★ Continuously review our performance management framework and introduce new indicators and measures when considered appropriate ★ HR/Payroll system re-procurement

	Successes	Areas for Improvement
Delivering Financial Excellence and Maximising Revenue for the Council	<ul style="list-style-type: none"> ✓ Unqualified audit sign off of 2019/20 annual accounts ✓ Provision of budget update report to every meeting of the Highland Council during 2020/21 ✓ Successfully issued annual council tax bills to more than 120,000 households for the collection of £133.6m ✓ Successfully issued annual non-domestic rates bills to more than 19,000 ratepayers for the collection of £144m ✓ Increased collection of sundry debt income 	<ul style="list-style-type: none"> ★ Support budget holders and senior managers to ensure alignment of budget to planned spend with appropriate profiling ★ Review and update financial regulations ★ Review internal recharge scope and methodology ★ Attract more commercial funding, grants and working in partnerships to allow for growth of Learning & Development provision ★ Improve the apprenticeship offer within the council
Valuing our People and Advancing Employee Wellbeing	<ul style="list-style-type: none"> ✓ Completion of 2020 actuarial valuation of Highland Pension fund- with 0.5% reduction in employer contribution rate for Highland Council from 2021/22 onwards ✓ Introduced Employee Assistance Programme ✓ Fire Risk Assessment (FRA) progressed, all schools now have had at least one FRA ✓ Accident rate reduced from 219 to 209 ✓ Conducted staff wellbeing survey and held a range of staff engagement sessions ✓ Reduce staff absence through focused support 	<ul style="list-style-type: none"> ★ Workplace Health & Safety ★ Management of violence and aggression incidents (Customer Relationship Management) ★ Establish links with community partners to promote Learning & Development opportunities ★ Renew Learning Management System ★ Revise Learning & Development Strategy ★ Improve Learning & Development provision ★ Holiday Back Pay Implementation

Social and Economic Empowerment	Successes	Areas for Improvement
	<ul style="list-style-type: none"> ✓ High performing speed of welfare admin ✓ Maximised quality food supplies ✓ Collaborated with communities/citizens to supply food ✓ Successfully delivered welfare services ✓ Supported substantially more citizens to secure welfare entitlements and access debt management through our Welfare Team and our contract with Citizens Advice ✓ Granted the highest number of awards in Scotland for relief from non-domestic rates for small businesses ✓ With our partners, designed a well-received and informative Money Worries leaflet ✓ Effective implementation of relief schemes for Non-Domestic Rates ✓ Effectively collaborated to help develop and deliver national financial support schemes for businesses and citizens ✓ Provided written and oral evidence to UK and Scottish Parliaments 	<ul style="list-style-type: none"> ★ Undertake a further review of the Scottish Welfare Fund ★ Review arrangements for the assessment of educational financial entitlements ★ In partnership with the Scottish Government and their delivery partners, explore opportunities to further alleviate food insecurities ★ Implement online facilities to enable citizens and businesses to access online local taxation billing and benefit information

Improvement Actions for 2021/22

	Improvement Actions	How we will measure success
Strategic Leadership and Innovation	<ul style="list-style-type: none"> ★ Critically analyse business intelligence ★ Further enhance financial governance ★ Review options for an E-invoicing solution ★ Provide resilient corporate systems ★ Develop Procurement Strategy/Annual Performance Report ★ Performance management framework review ★ Develop the Senior Leadership Structure ★ Develop a Leadership Development Programme ★ IOSH Training for Leaders ★ Implement a Talent Management Strategy ★ New or improved Workforce Data system ★ Develop a People Strategy 	<ul style="list-style-type: none"> • Evidence-based decision making • Governance Board outcomes • E-invoicing project plan • Stability of system performance • Strategy/Report agreed • Evidence of review/new measures • Structure implemented • Programme implemented • IOSH accreditation gain • Strategy development complete • Improved reporting on equalities • Strategy implemented
Social and Economic Empowerment	<ul style="list-style-type: none"> ★ Further review the Scottish Welfare Fund ★ Review educational financial entitlements ★ Further alleviate food insecurities ★ Implement online local taxation facilities ★ Fully consolidate Living Wage 	<ul style="list-style-type: none"> • Comparisons with Scottish averages • Recommendations agreed • Partnership outcomes • Online facilities available • Revised lower pay grades

	Improvement Actions	How we will measure success
Delivering Financial Excellence and Maximising Revenue for the Council	<ul style="list-style-type: none"> ★ Supporting budget holders and senior managers to ensure alignment of budget to planned spend with appropriate profiling, identifying areas of improvement in financial governance processes ★ Review and update financial regulations and finance training for budget holders and Members ★ Review internal recharge scope and methodology ★ Attract more revenue and partnership working to grow Learning & Development provision ★ Improve the apprenticeship offer 	<ul style="list-style-type: none"> ● Periodic review of spend against individual budget lines. Improved financial performance reporting ● Reduced time spent by senior officers on financial governance with no impact on quality or overall financial position ● Revised financial regulations published. ● Findings implemented ● % more revenue ● Higher % of take up of apprenticeships ● More % offset against apprenticeship levy
Valuing our People and Advancing Employee Wellbeing	<ul style="list-style-type: none"> ★ Workplace Health & Safety ★ Raise awareness of incident reporting/near misses ★ Update OHS&W guidance ★ Improve uptake of training provision ★ Improve attendance of all training offered ★ Support staff for New Ways of Working ★ Strategy Review, including exit interviews ★ Implementing actions from Workforce Planning ★ Formal Flexible Working Arrangements 	<ul style="list-style-type: none"> ● Management system implemented ● Improved data and reporting ● Policy and guidance implemented ● % attendance improvement ● % attainment ● % satisfaction feedback ● Implementation of Strategy Review ● Workforce Planning introduced ● Arrangements Agreed