

## ABERDEEN CITY COUNCIL

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<b>COMMITTEE:</b>	Finance and Resources
<b>DATE:</b>	25 <sup>th</sup> April 2013
<b>DIRECTOR:</b>	Stewart Carruth
<b>TITLE OF REPORT:</b>	CG Improvement Business Case
<b>REPORT NUMBER:</b>	CG/13/049

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### 1. PURPOSE OF REPORT

The purpose of this report is to present a business case to the Finance and Resources Committee outlining the proposed approach to continuing improvement within the Corporate Governance directorate (the directorate). This will demonstrate the business need for the proposed inclusive programme of service improvements across all services within the directorate.

### 2. RECOMMENDATION(S)

It is recommended that the committee agrees:

1. To authorise the Director of Corporate Governance to progress with the planned programme of 31 service improvements as identified in the Corporate Governance Improvement Business Case (business case), as appended to the report (Appendix A), which will result in the delivery of £888k of savings.
2. To authorise the Director of Corporate Governance to progress with the required investment of £4.685m as identified in the business case for which funding has already been identified.

### FINANCIAL IMPLICATIONS

#### 3.1 Revenue Implications

The business case identifies the service improvements that will deliver a minimum of £888k of savings in years 2014/15 and 2015/16 as required by the 5 year financial plan.

The £888k is on top of significant levels of savings that have been delivered over the last 3 years and beyond the saving for 2013/14 of £1.398m.

The 2013/14 savings will be delivered in a few different ways. Service redesign enabled the disestablishment of posts across the entire directorate, savings on insurance premiums and also reduction in the cost of the Swap agreement provided £1.398m of anticipated savings.

The profile of directorate savings already delivered or agreed is as follows:

<b>Financial Year</b>	<b>Status</b>	<b>Saving</b>
2011/12	Delivered	£1,856,000
2012/13	Delivered	£1,840,000
2013/14	Agreed 13/14 Budget	£1,398,000
2014/15	Defined in business case	£450,000
2015/16	Defined in business case	£438,000
<b>Total Recurring</b>		<b>£5,982,000</b>

It is imperative that the savings of £888k are delivered as there will be implications for the revenue budget of the council over the next five years if there is any failure to do so.

The saving of £888k over years 2014/15 and 2015/16 completes the so far agreed five year budget savings for the directorate and fully delivers the saving target identified by the Alternative Delivery Model (ADM) project. Over the five year period the directorate will have delivered £5.982m. Beyond 2015/16 it is likely that further savings will be required and the directorate will work on these as part of the ongoing Priority Based Budgeting Approach.

### **3.2 Capital Implications**

There is a requirement for investment in technology, people and process and external support in order to deliver the service improvements identified in the business case. External support will complement existing staff resource and knowledge transfer and up skilling of existing staff will be ensured.

The capital investment requirements total £4.685m. The funding of which has been identified through a combination of the capital programme and identified revenue funding.

The investment requirement should be set against the significant savings that the directorate has contributed and will contribute over the

five year period. The investment is needed to ensure the sustainability of Corporate Governance services and the successful delivery of the thirty one service improvements. In this context the payback period for the investment of £4.685m is less than one year when compared with sustainable recurring savings of £5.982m.

#### **4. OTHER IMPLICATIONS**

The investment will ensure that the directorate is able to deliver its service improvements on a sustainable basis and contribute significantly to the ongoing success of Aberdeen City Council. Specifically, the directorate will be able to continue delivering significant quality improvements across the whole council in support of other services and in the delivery of Aberdeen the Smarter City.

#### **5. BACKGROUND/MAIN ISSUES**

##### **5.1 Background**

In April 2012 the Finance and Resources Committee authorised the Director of Corporate Governance to reorient the ADM project to the Internal Corporate Governance Transformation project. The attached business case delivers to Elected Members clarity on the improvements that the directorate will deliver over the life of the 5 year programme. These improvements will deliver the savings required and approved by members as part of the Priority Based Budgeting approach and the basis of the investment decisions approved in the capital programme.

Significant transformation has been achieved across the directorate since 2011 with in excess of £3.7m of savings being delivered with little investment.

The business case builds on this platform of success and creates a clear direction of travel for the directorate that will see continued drive to deliver Corporate Governance services more efficiently and effectively.

##### **5.2 Consultation**

The Corporate Governance Improvement Discussion Paper was consulted on widely with all stakeholders from Summer 2012. Significant feedback was received on the paper (this feedback is available on the zone). This feedback has formed the basis of the business case through the development of six inclusive themes. These

six inclusive themes link the service improvements included within the business case.

- Customer Service
- Business Intelligence
- Business process Review
- Staff Development and Workforce Planning
- Performance Measurement and Good Practice
- Vision, Values and Performance Culture

### **5.3 Service Improvements**

The business case includes thirty one service improvements that all link to the six inclusive themes and underpin the delivery of Aberdeen the Smarter City.

The detail is provided in section 7 of the business case.

### **5.4 Delivery of Savings**

The service improvements will deliver £888k as a minimum. The improvements will of course be subject to continuous monitoring and if further savings are available to the council beyond the savings identified in 2014/15 through to 2015/16 these will be reflected in future budgets as part of the PBB approach.

### **5.5 Investment Requirements**

The business case clearly identifies the investment requirements of the directorate at £4.685m. These are summarized at Appendix 13 of the business case. Funding of £2.7m has already been approved as part of the council's capital programme approved in February 2013, whilst the balance can be met from revenue funding streams already identified and set aside on a one off basis.

### **5.6 Project Management**

In order to monitor the delivery of the service improvements, associated savings and investment there will be regular reporting to the Corporate Governance Senior Management Team. In addition to this the Director of Corporate Governance will report on a 6 monthly basis to the Finance and Resources Committee on the outcomes of the programme.

### **5.7 Risks**

A risk assessment of the business case has been carried out and appropriate mitigating actions identified. This is included in Appendix 14 of the business case.

## **5.8 Next Steps**

Approval of the recommendations will provide clarity for all staff and stakeholders of the future direction for Corporate Governance, and provide the Director of Corporate Governance with the authority needed to implement the improvements.

## **6. IMPACT**

The successful delivery of these commitments will lower the cost of Corporate Governance services by a minimum of £888k and will improve the service delivered by the directorate both internally and externally.

An Equalities & Human Rights Impact Assessment has been completed for the business case and is attached as Appendix B.

## **7. BACKGROUND PAPERS**

5 Year Business Plan  
Priority-Based Budget  
Workforce Plan

[http://www.aberdeencity.gov.uk/NextFiveYears/nfy\\_home.asp](http://www.aberdeencity.gov.uk/NextFiveYears/nfy_home.asp)

Council Vision – ‘Aberdeen – the Smarter City’

<http://committees.aberdeencity.gov.uk/mgConvert2PDF.aspx?ID=21472>

Corporate Governance Business Plan

<http://thezone/nmsruntime/saveasdialog.asp?IID=25824&sID=6622>

CG Improvement Discussion Paper

[http://thezone/directorate\\_zone/corporate\\_governance/cg\\_improvement.asp](http://thezone/directorate_zone/corporate_governance/cg_improvement.asp)

CG Improvement Discussion Paper Feedback

[http://thezone/notvalid.asp?pagenameNotValid=cg\\_discussion\\_feedback.asp](http://thezone/notvalid.asp?pagenameNotValid=cg_discussion_feedback.asp)

The following documents were “not for publication”

Corporate Governance Externalisation Outline Business Case

Committee Reports relating to Corporate Governance Improvement  
(March & April 2012)

## **8. REPORT AUTHOR DETAILS**

Barry Jenkins  
Head of Finance

**Appendix A – Business Case**



# Business Case

<b>Project Name</b>	<b>Corporate Governance Improvement</b>	<b>Project ID</b>	
<b>Project Sponsor</b>	<b>CG SMT</b>	<b>Version</b>	<b>Final_V2_00</b>
<b>Project Manager</b>	<b>TBC</b>	<b>Date</b>	<b>15/04/13</b>

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## APPENDICES

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APPENDIX 6	DIRECTORATE CUSTOMERS
APPENDIX 7	PROGRESS TO DATE – DIRECTORATE INCLUSIVE AND SERVICE IMPROVEMENTS
APPENDIX 8	STRATEGIC FIT
APPENDIX 9	OVERARCHING TIMELINE
APPENDIX 10	GOVERNANCE STRUCTURE
APPENDIX 11	REVENUE IMPLICATIONS
APPENDIX 12	CAPITAL IMPLICATIONS
APPENDIX 13	IMPROVEMENT COSTING SUMMARY
APPENDIX 14	RISK REGISTER

## 1. Background

1.1	This business case is the next stage in the Corporate Governance Directorate's ("the directorate's") response to the request by Council of 4 April 2012 to engage with the relevant trades unions and wider workforce seeking their views on the future direction of the service and report back to the Finance and Resources Committee with options for how future years' savings can be achieved in the absence of the Alternative Delivery Model (ADM) project.
1.2	In July 2012 the Corporate Governance Improvement Discussion Paper ("the discussion paper") was published to initiate the debate on the future direction of the service. This was based on information from existing projects within the directorate, the five-year business plan, the directorate's Business Plan and documents and responses from the ADM Project as well as feedback from the directorate's Extended Senior Management Team (ESMT)
1.3	<p>There was a wide-ranging programme of consultation on the discussion paper, involving Members, unions, staff, the directorate's ESMT, internal and external customers. This involved written feedback, staff briefings and workshops in order to actively seek the views of all consultees. The consultation feedback was focussed around 13 questions for consideration as follows:</p> <ul style="list-style-type: none"> <li>• Scope</li> <li>• Strategic Benefits</li> <li>• Risks</li> <li>• Workforce planning</li> <li>• Improvement themes</li> <li>• Cross service options</li> <li>• Improvement options</li> <li>• Governance</li> <li>• Savings timeline</li> <li>• External support</li> <li>• Approach</li> <li>• Employee and stakeholder engagement</li> <li>• Next steps</li> </ul>
1.4	A summary of the feedback is set out in Appendix 1. Throughout this document references are made where this feedback has been incorporated into the business case. As the business case has been under development, there has been a further round of consultation with previously identified stakeholders. A summary of this further feedback is also included in Appendix 1.
1.5	Extensive feedback was provided and published on the 'Zone' council intranet. The overall emphasis of the feedback was supportive of the approach. A large number of detailed points were made and that constructive criticism has been taken on board and built into this business case.
1.6	There were seven key messages identified that summarise the feedback. Customer service was prioritised by many of the consultees with a range of detailed



**Business Case**

	<p>suggestions for specific improvements. The roles and responsibilities of the directorate and our customers were highlighted – specifically the importance of clear comprehension of the dual governance and support role of the directorate.</p> <ul style="list-style-type: none"> <li>• Customer Focus</li> <li>• Better data for business decision making</li> <li>• Streamlined Business Process Review</li> <li>• Flexible/agile mind-set and resource</li> <li>• Importance of right first time</li> <li>• Roles and responsibilities</li> <li>• Inclusive approach for all</li> </ul>	
1.7	<p>This document outlines the proposed future approach to continuous improvement within the directorate. It has been developed, authored and reviewed by representative staff in the directorate’s services; these have then been refined to strengthen the inclusive approach. The document therefore demonstrates the business need for the proposed inclusive programme of service improvements across all services within the directorate. It clearly demonstrates an integrated approach across directorate services and this approach will steer resulting work-streams and governance arrangements. The business case will demonstrate linkages between directorate improvement and delivering the smarter cities agenda council wide.</p>	
1.8	<p>The programme has been developed following a track record of considerable improvement in the directorate. The improvements identified are at different stages of maturity. A number of improvements focus on the on-going strengthening of service areas that have already undergone considerable transformation, whilst others suggest next steps that are more focussed on scoping new areas for development. As the programme is implemented, the cohesiveness of the programme, project management, and recognition of interdependencies is intended to strengthen. A number of the improvements presented, particularly those with significant investment requirements will be subject to a further business case prior to implementation as the programme progresses.</p>	
1.8	<p>The business case sets out the proposals to invest £4.685m to support the improvement programme. This investment is primarily focussed on priority technological investments to enable the directorate and the business as a whole to manage effective business processes and provide quality business intelligence information for decision making. The major proportion of this investment is targeted at the future resilience of our network infrastructure for the council as a whole, and investment in an integrated HR and payroll system to support the council’s management of its staff. In addition to the new investment total, there are a number of improvements that propose redirection of existing resource and targeting of existing budgets (e.g. training and development) to support up-skilling staff to meet the changing needs of the service.</p>	
1.9	<p>The business case identifies the areas in which target savings of £888k are to be achieved across the directorate. Our approach to the programme and achieving these savings will be in accordance with the following principles:</p> <ul style="list-style-type: none"> <li>• Achieving savings through staff turnover, non-staff savings and income</li> </ul>	

generation;

- Pro-active involvement of staff and consultees to identify, develop and support the implementation of improvements and drive change;
- Close consultation on service changes as the detail emerges;
- Applying opportunities to work across the directorate to strengthen skills and integrate processes;
- Use of targeted external support where appropriate to complement the skills of our staff; and
- Phasing initiatives appropriately for the most effective delivery.

1.10

In order to support the inclusive approach, the programme of improvements is focussed on six themes that relate to ensuring that our improvements focus on people, process and technology aspects and incorporate as fully as possible the content of the discussion paper and the feedback received so far. The inclusive themes are:

1	Customer service
2	Business intelligence
3	Business process review
4	Staff development and workforce planning
5	Performance measurement and good practice
6	Vision, values and performance culture (this theme underpins the other themes)



Appendix 2 gives more detail on these themes and their content.

1.11

The business case will clearly articulate the costs and benefits of the proposed programme including investment requirements, achievement of target savings and other non-financial quantitative and qualitative benefits. Details of the corporate governance improvements linked to the inclusive themes are set out in Appendix 3.

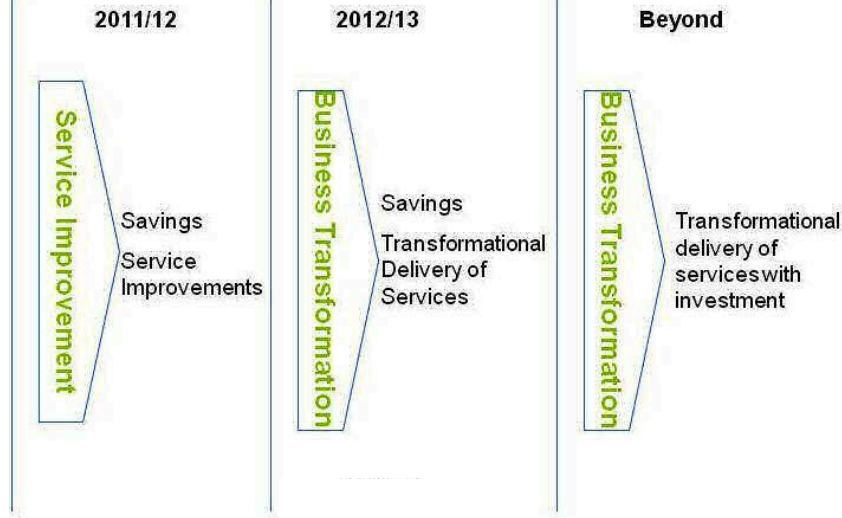
1.13

If approved, the document will be used as a working document to underpin the delivery of the improvement programme. It will be monitored by the council in order

**Business Case**

	to determine delivery against performance measures identified.								
1.14	The recently approved directorate Business Plan links closely to this document and is updated for 2013/14-2017/18. That document sets out the background of the strategic challenges, the values of the service and information regarding our stakeholders and customers. It sets out the areas for improvement highlighted in this document linked to directorate outcomes. This document sets out the business case for the improvements by expanding and developing the detail for each one in the context of the overall programme – including impact, cost and benefits.								
1.15	A glossary in relation to the business case is given in Appendix 4.								
1.16	<p><b>Current Situation</b></p> <table border="1"> <tr> <td>1.16.1</td> <td>The directorate is made up of a wide range of services as shown in the structure chart in Appendix 5, many of which are professional disciplines in their own right. The directorate is therefore responsible for leading, directing and supporting multiple business processes within the council. The directorate has a broad spectrum of customers as shown in the relationship diagram in Appendix 6, providing strategic advice, technical support and customer service in addition to providing the role of custodian of the governance of the organisation. A range of business systems and records support these processes ranging from the corporate finance and payroll systems to manual and paper based records for individual specialist services. These systems are fundamental to enabling the effective business management of the entire organisation.</td> </tr> <tr> <td>1.16.2</td> <td>Considerable progress to date has been made in improvements inclusively across the directorate and in the individual service areas. Examples of the improvements made to date are set out in Appendix 7. This has been in the context of achieving considerable target savings against budget over the last three financial years. There is now potential to further strengthen the integration of the approach to improvement across the directorate.</td> </tr> <tr> <td>1.16.3</td> <td>Throughout the process of developing the discussion paper and subsequent feedback it has become clear that there are a number of elements of advice, support and business process where customers are seeking a single approach and quality of service from across the directorate. In addition we are seeking to drive improvement in the individual service specialisms. It is this challenge that has led to the approach proposed in this business case for the future identification and governance of improvements.</td> </tr> <tr> <td>1.16.4</td> <td>The following model shows the route map the directorate is taking to achieve the necessary cost reductions whilst maintaining support services and improving quality for customers.</td> </tr> </table>	1.16.1	The directorate is made up of a wide range of services as shown in the structure chart in Appendix 5, many of which are professional disciplines in their own right. The directorate is therefore responsible for leading, directing and supporting multiple business processes within the council. The directorate has a broad spectrum of customers as shown in the relationship diagram in Appendix 6, providing strategic advice, technical support and customer service in addition to providing the role of custodian of the governance of the organisation. A range of business systems and records support these processes ranging from the corporate finance and payroll systems to manual and paper based records for individual specialist services. These systems are fundamental to enabling the effective business management of the entire organisation.	1.16.2	Considerable progress to date has been made in improvements inclusively across the directorate and in the individual service areas. Examples of the improvements made to date are set out in Appendix 7. This has been in the context of achieving considerable target savings against budget over the last three financial years. There is now potential to further strengthen the integration of the approach to improvement across the directorate.	1.16.3	Throughout the process of developing the discussion paper and subsequent feedback it has become clear that there are a number of elements of advice, support and business process where customers are seeking a single approach and quality of service from across the directorate. In addition we are seeking to drive improvement in the individual service specialisms. It is this challenge that has led to the approach proposed in this business case for the future identification and governance of improvements.	1.16.4	The following model shows the route map the directorate is taking to achieve the necessary cost reductions whilst maintaining support services and improving quality for customers.
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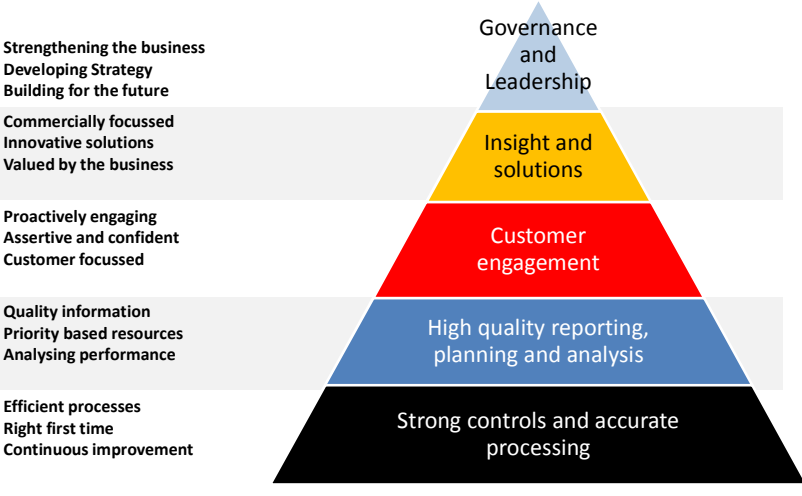
			
1.16.5		<p>The journey along this route map will change the services we will deliver, our interaction with customers and the arrangement of staffing resources to deliver the services. In line with our vision to support the modernisation of the council's services by providing high quality, cost effective services which put the customer at the centre, our action plan commits to:</p> <ul style="list-style-type: none"> <li>○ Continue to transform our services to ensure we deliver best value;</li> <li>○ improving processes, including investing in technology, to increase efficiency and improve services to customers;</li> <li>○ implementing a workforce strategy and developing our skills; and</li> <li>○ Building new relationships with our partners which support joint planning and delivery.</li> </ul>	
1.16.6		<p>The outcome of these actions will be a concentration of resource on those services which are priorities for our customers, an increasing focus on customer service and a mixed model of staffing which reduces the number of employees compared with the establishment and uses additional / specialist resources in a way which demonstrates best value. This document will form the foundation for the transformational delivery of services beyond 2012/13 and the investment required to support that transformation.</p>	
1.16.7		<p>The table below reflects examples of the current situation relating to six inclusive themes and some of the challenges for future improvement that are reflected in the more detailed improvements in the document. For each of the themes there is currently good practice and areas are identified for improvement.</p>	

**Business Case**

		1	Customer service	
			Good Practice	Improvement Areas
			Business partnering model in Finance and HR.	Service level agreements, customer needs analysis and consistent service standards.
		2	Business intelligence	
			Good Practice	Improvement Area
	Implementation of YourHR workflow forms and new Finance reports.	Development of management dashboards and data warehouse capability to strengthen the quality of council-wide business decisions.		
3	Business process review			
	Good Practice	Improvement Area		
	Process redesign in many directorate services e.g. accounts payable, absence management, driving quality improvements and resulting in efficiency savings.	Continuing with the programme of business process improvements, learning from previous experience, focussing on customer needs and ensuring streamlined links to processes in other internal council services and our external customers.		
4	Staff development and workforce planning			
	Good Practice	Improvement Area		
	Implementation of the Performance Review and Development scheme.	Continuing to strengthen the application of the Performance Review and Development scheme and workforce planning.		
5	Performance measurement and good practice			
	Good Practice	Improvement Area		
	Development of performance measurement information linked to the business planning hierarchy.	Further strengthening of the council's approach to benchmarking with other organisations.		

**Business Case**

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1.17.1	<p><b>Responding to the changing environment</b></p> <p>The pace of change and challenges facing Local Government are unprecedented, it is therefore becoming even more essential that effective corporate governance services support the council's plans, operations and transformation as we face the challenges ahead. We do this against the backdrop of significant budgetary pressures for the council and our citizens, combined with increasing expectations on front line service delivery. The directorate must respond to changing customer requirements, whether these are driven by the development of alternative delivery models in other directorates e.g. Social Care and Well-being Local Authority Trading Company or revised expectations from the services which receive the directorate's services. There are also significant changes taking place in the way our external customers interact with the council, which has an impact on the way we deliver services.</p>												
1.17.2	<p><b>Building on the track record and adding value</b></p> <p>These factors provide the directorate with an opportunity to move forward, building on the good work which has been done to become even better than we are at delivering services. It is important that in taking forward this programme of improvements we build on the track record of achievement, learning from positive achievement and focus on how we can further add value to the council through the services we provide.</p>												

		
1.17.3	<p><b>Critical Success Criteria</b></p> <p>The discussion paper identified three key challenges based on critical success criteria that the directorate faces:</p> <ol style="list-style-type: none"> <li>I. Values – embedding behaviours that underpin the directorate’s values – turning our values into action</li> <li>II. Optimised performance levels – improvement in service quality; improved management information to support strategic planning and meet regulatory reporting targets.</li> <li>III. Cost reduction – achieving £2.3m per annum financial savings by 2015/16.</li> </ol>	
1.17.4	<p><b>Business Need</b></p> <p>In response to feedback on the discussion paper and focussing of the service quality improvements to respond to customers, the programme of improvements has been considerably strengthened to meet the first two critical success criteria and build on these through the inclusive themes. The business need in relation to each individual option is set out in Appendix 3.</p> <p>Further to the identification of capital and revenue funding sources for investment, the capital investment programme has been developed in response to the business need and to support investments that can result in efficiencies to meet target savings.</p> <p>Meeting the evolving business need supports the objectives around what will be delivered as set out in section 2.1.</p>	
1.17.5	<p>The impact of not undertaking the programme would be:</p> <ul style="list-style-type: none"> <li>• The directorate would be less responsive to the changing needs of the external environment and our customers.</li> <li>• The lack of investment would mean our technological systems would not be resilient to meet future challenges and redirection of resource to support skill development would not occur.</li> </ul>	

- Future improvements could lack coherence across the directorate and there would be missed opportunities to build on the track record.
- The focus of improvement in service quality would be diluted.
- The opportunity to build on strengthening approaches and skills in project and change management would be lost.
- The focus of stakeholder engagement in development and implementation of improvements would be reduced.
- The achievement of savings target would be put under threat.

## 2. Objectives

2.1 The objectives of the improvement programme focus on what will be delivered, the approach to delivery and the monitoring of the programme, based on the customer needs.

What will be delivered:

1	Effective and timely investment of £4.685m in accordance with the investment programme linked to delivery of relevant measures of success.
2	<p>Delivery of sustainable cost savings in line with the council's five year business plan</p> <p>Minimise the negative impact of target savings on staff and service quality.</p>
3	<p>Improvement of service quality to customers as delivered through the inclusive themes and service improvements with their specific benefits and performance measures. Examples of intended overarching outcomes include:</p> <ul style="list-style-type: none"> <li>• The improvement in service standards, consistency in service quality and improved customer satisfaction across the organisations.</li> <li>• Efficient solutions that meet customer needs and are responsive to changing requirements.</li> <li>• Improvement in the customer service experience across every interface with the council ensuring equality of access</li> <li>• The implementation of best practice processes to facilitate the required outcomes and the delivery of a commercially competitive service.</li> <li>• A performance culture which rewards behaviours underpinning the directorate's values</li> <li>• A performance culture where staff recognise the importance of delivering services and their critical role in their delivery.</li> </ul>



How it will be delivered:

1	Strengthening of flexibility and adaptability in service provision to respond to evolving changes in statutory duties, legal responsibilities and the structure and priorities of both the council and also the public sector in Scotland.
2	Effective governance of the programme and resource/change management and project planning in order to deliver on the programme of improvements.
3	Strong stakeholder and customer engagement throughout the programme implementation.
4	Build on the track record of successful delivery and improvement achieved to date.

How it will be monitored:

1	Effective monitoring, reviewing and recognition of the impact of improvements as they are made
2	Maximising the impact of sharing positive outcomes and lessons learned in order to strengthen knowledge and skills across the directorate

### 3. Strategic Fit

3.1 The challenges facing Aberdeen City and the public sector in Scotland are considerable. Those challenges and how the council will respond to them are articulated in the strategic plans developed at regional, council wide and directorate levels:

- The Single Outcome Agreement
- The Aberdeen Smarter City Vision
- The Council's Five Year Business Plan
- The Corporate Governance Business Plan

The business case, the inclusive themes and each of the service improvements seek to respond to those challenges and relate to the above plans in a coherent, integrated way. Appendix 8 sets out more detailed information on each of the plans and how the business case supports them.

#### 4. Scope

4.1 The scope for the content of the business case improvements is all services in the directorate as outlined in Appendix 5. The feedback responses from the discussion paper were that:

- There was strong support for an inclusive scope for all directorate services
- The scope should link to the Smarter Cities vision and whole council

The scope includes the professional functions, business management systems and processes, technology, staff roles, responsibilities and behaviours within the directorate.

4.2 The project affects, to varying degrees, all of the council's service areas and external stakeholders that receive outputs from the directorate. The importance of linking to the Smarter Cities vision and the whole council is recognised and opportunities will be sought to build improvements in conjunction with other directorates.

4.3 The scope includes both improvements relating to new investment and opportunities, and also improvements in how we manage tasks that may be considered 'business as usual' through changed business processes, and a redirection of resource to more value added tasks such as improving the level and quality of advice or customer service.

4.4 A number of key areas may benefit from the improvement but are excluded from scope could include:

- The management and administration of corporate governance related processes within other council services.
- The development of specialised technology within other council services.

4.5 Excluded from the scope are considerations of accommodation and facilities that would be within the remit of the Enterprise Planning and Infrastructure Directorate.

4.6 The dependencies section of each of the improvements may refer to elements out of scope but that could impact on the improvements identified.

#### 5. Time

5.1 The Programme covers the next 5 years with a high level outline timeline being shown in Appendix 9. In considering the impact of the changing external environment and the business needs of our customers, the improvements would not, however, be limited to a 5 year timeframe.

5.2 The approach for the programme is to manage the improvements alongside business as usual tasks, to consider resource, capacity, capability and workforce

plans in order to maximise the success of the implementation.

- 5.3 As the programme develops, it is anticipated that there would be a rolling monitoring system to identify, measure and learn from the benefits.
- 5.4 A number of the initial and on-going improvements focus on delivery in year 1 (2013/14). For the longer term improvements, 2013/14 is a preparation year for getting plans in place, with delivery coming in years 2-5.

## 6. Stakeholders

- 6.1 Each of the individual service improvements has a specific range of stakeholders with different roles. These roles could include decision making, being responsible or accountable for improvements, inputting ideas and contributions, facilitating discussions, being consulted or being informed.
- 6.2 A summary of stakeholder groups and roles is set out below, however through the governance structure and in consultation and engagement activities, individuals and groups may be asked to undertake different roles dependent on the relevance to that activity.

Stakeholder Group	Role and Responsibility
Members	Committee decision maker Engaging and influencing constituents
Staff:	
<ul style="list-style-type: none"> <li>• Directorate SMT and Service Managers</li> </ul>	Role models for transformational leadership Decision makers responsible for leading and managing improvements in the programme (with SMT taking the role of Programme Board) Enable the engagement with other stakeholders and supporting the partnership approach to design and implementation of improvements Generate ideas Implement programme improvements Support staff in generating ideas and in the implementation of improvements
<ul style="list-style-type: none"> <li>• Directorate Staff</li> </ul>	Role models for the PR&D behaviours of communication, respect, professionalism and customer service throughout the implementation of the programme Enable the engagement with other stakeholders and supporting the partnership approach to design and implementation of improvements Generate ideas Implement programme improvements Support colleagues in generating ideas and in the implementation of improvements

Unions	Consulted on proposals and submit feedback A partnership approach to the implementation of proposals linked to the engagement with other stakeholder groups – in particular the support of directorate staff
Internal customers	
<ul style="list-style-type: none"> <li>• CMT</li> </ul>	Decision makers responsible for setting internal customer priorities. A partnership approach to the design and implementation of council-wide improvement options
<ul style="list-style-type: none"> <li>• Heads of Service and Senior Managers</li> </ul>	Input ideas and support the improvement programme Consulted on proposals and submit feedback A partnership approach to the design and implementation of council-wide improvement options
<ul style="list-style-type: none"> <li>• Council Staff – users of directorate services</li> </ul>	Input ideas and support the improvement programme Consulted on proposals and submit feedback A partnership approach to the design and implementation of council-wide improvement options
External customers	
<ul style="list-style-type: none"> <li>• Partners</li> </ul>	Input ideas and support the improvement programme Consulted on proposals and submit feedback A partnership approach to the design and implementation of jointly delivered services
<ul style="list-style-type: none"> <li>• Service users</li> </ul>	Input ideas and support the improvement programme Consulted on proposals and submit feedback A partnership approach to the design and implementation of relevant services
<ul style="list-style-type: none"> <li>• Citizens</li> </ul>	Informed of the progress of the improvement programme and impact on council services

## 7. The Corporate Governance Improvement Programme

7.1	<p><b>Inclusive Themes</b></p> <p>An inclusive theme summary for each theme is set out in Appendix 2.</p> <p>These describe the six inclusive themes and set out the links to the individual service improvements:</p> <ul style="list-style-type: none"> <li>▪ Customer service</li> <li>▪ Business intelligence</li> <li>▪ Business process review</li> <li>▪ Staff development and workforce planning</li> <li>▪ Performance measurement and good practice</li> <li>▪ Vision, values and performance culture</li> </ul>
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7.2	<p><b>Service Improvements</b></p> <p>For each service group, a Service Group Summary and the individual Service Improvements are included in Appendix 3.</p> <p>The summary includes a statement from the Head of Service, that sets the context for their service group’s improvements, and a list of the improvements mapped to the six inclusive themes.</p> <p>The individual Service Improvements include a description of the improvement, the impacts of the improvement, links to the six inclusive themes, costs, benefits and risks.</p> <ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human Resources and Organisational Development</li> <li>▪ Customer Service and Performance</li> <li>▪ Legal and Democratic Services</li> <li>▪ Procurement</li> </ul>
7.3	<p><b>Governance Structure</b></p> <p>The proposed future governance structure will be based on the oversight of both the inclusive themes and improvements in directorate services. The resource impact on staff of the new programme management arrangements will be minimized by using existing management methods such as SMT/ESMT meetings; Head of Service briefings and individual staff one to ones to implement the programme. A proposed governance structure is set out in Appendix 10.</p>
7.4	<p><b>External Support</b></p> <p>The improvement programme will make appropriate use of external support to strengthen capacity and skills in the directorate. The approach will ensure that the support complements existing staff resource and every opportunity is taken to undertake skill transfer resulting in an up-skilled workforce. Throughout programme implementation a range of methods of strengthening capacity will be encouraged including working with partners and secondments, ensuring that skill and capacity support methods enhance customer service.</p>
7.5	<p><b>Project Management</b></p> <p>The responsibility for management of the programme will be held within the directorate through the governance structure, with support from the Project Management Office. It is intended that strengthening and sharing of project and change management skills for managers and staff will be an outcome of programme implementation.</p> <p>The approach to managing improvements in the programme will be through customer centred priorities, with a flexible approach recognising staff capacity and capability whilst ensuring effective delivery of improvements and business as usual services.</p>

**Business Case**

	<p>The approach to project management will be to identify and manage project risks as effectively as possible, recognising interdependencies in the process, using good project management best practice and practical approaches, monitoring and managing our performance against deadlines and identified benefits.</p>
7.6	<p><b>Engagement</b></p> <p>As outlined in sections 1.3-1.5, the discussion paper underwent a thorough process of consultation, with the extensive feedback indicating that the engagement process was positive and consultees appreciated the opportunity to input their views. Appendix 1 summarises the feedback on the discussion paper.</p> <p>The business case has been authored and reviewed by over 30 staff at a range of levels across the directorate, and this inclusive approach will be strengthened in future through the governance structure and implementation of the programme.</p> <p>The successful delivery of this improvement programme is dependent on our employees and we recognise that implementation of the improvements will have a major impact on staff. This means that communication and engagement with staff is highly important. The directorate has an established communications group for the service, in addition to putting in place systematic engagement with staff in order that they are informed and involved in the design, development and delivery of services.</p> <p>This will include:</p> <ul style="list-style-type: none"> <li>• Mechanisms for employees to feedback views, suggestions and innovations;</li> <li>• Ongoing and regular monitoring of employee engagement through a range of means including working groups, briefings and use of on-line information and social media;</li> <li>• Enabling and supporting staff to be involved in generating ideas, developing solutions and implementing improvements.</li> </ul>
7.7	<p><b>Workforce Planning</b></p> <p>The implementation of the programme is underpinned by the council's and directorate's workforce plans. These build on the approach to workforce planning set out in the discussion paper.</p> <p>The inclusive theme 'Staff Development and Workforce Planning' details specific approaches for the implementation of this programme.</p>
7.8	<p><b>Recommendations</b></p> <p>It is recommended that the committee agrees:</p> <ol style="list-style-type: none"> <li>1. To authorise the Director of Corporate Governance to progress with the planned programme of 31 service improvements as identified in the business base which will result in the delivery of £888k of savings.</li> <li>2. To authorise the Director of Corporate Governance to progress with the required investment of £4.685m as identified in the business case for which</li> </ol>

funding has already been identified.

## 8. Benefits

- 8.1 The benefits of the programme are to strengthen the quality service provided to our customers through the range of improvements focussed on meeting the objectives linked to the inclusive themes. In turn this will achieve the delivery of the savings target. Benefits related to the each individual improvement option are set out in Appendix 3.
- 8.2 The benefit of the investment programme of £4.685m will be the increased resilience and responsiveness of technology to deliver directorate and council wide services.

## 9. Total Programme Revenue Implications

- 9.1 The business case identifies the service improvements that will deliver a minimum of £888k of savings in years 2014/15 and 2015/16 as required by the 5 year financial plan.
- 9.2 The £888k is on top of significant levels of savings that have been delivered over the last 3 years and beyond the saving for 2013/14 of £1.398m.
- 9.3 The saving of £888k over years 2014/15 and 2015/16 completes the so far agreed five year budget savings for the directorate and fully delivers the saving target identified by the ADM project. Over the five year period the directorate will have delivered £5.982m. Beyond 2015/16 it is likely that further savings will be required and the directorate will work on these as part of the ongoing Priority Based Budgeting Approach.
- 9.4 There are a number of improvements that propose redirection of existing revenue resource and targeting of existing budgets (e.g. training and development) to support up-skilling staff to meet the changing needs of the service.
- 9.5 Summary details of the revenue implications of each improvement option are set out in Appendix 11.

### Net Revenue Benefits of Programme

£	FY2013/14 £000	FY2014/15 £000	FY2015/16 £000	FY2016/17 £000	FY2017/18 £000	Total £000
<b>TOTAL</b>	0	450	438	0	0	888

## 10. Total Programme Investment Implications

### 10.1 Total Investment Requested

10.1	The investment requirements total £4.685m. The funding of which has been identified through a combination of the capital programme and identified revenue funding.
10.2	The investment requirement should be set against the significant savings that the directorate has contributed and will contribute over the five year period. The investment is needed to ensure the sustainability of Corporate Governance services and the successful delivery of the thirty one service improvements. In this context the payback period for the investment of £4.685m is less than one year when compared with sustainable recurring savings of £5.982m.
10.3	Summary details of the capital implications of each improvement option are set out in Appendix 12.
10.4	The improvements set out the proposals to invest £4.685m to support the improvement programme. This investment is primarily focussed on priority technological investments to enable the directorate and the business as a whole to manage effective business processes and provide quality business intelligence information for decision making. The major proportion of this investment is targeted at the future resilience of our network infrastructure for the council as a whole, and investment in an integrated HR and payroll system to support the council's management of its staff. There is a risk to the sustainability of the council's business systems if this investment is not made.
10.5	An investment and efficiencies summary is shown in Appendix 13 that links the capital investment with recurring savings in relation to each improvement option. The revenue benefits identified only relate to cash savings within the directorate and do not reflect potential extended benefits and costs incurred if this investment is not made.

### 10.2 Revenue Implications of Investment Requested

All revenue implications of capital expenditure have been incorporated into the revenue expenditure and benefits sections of the individual improvements and will be funded from existing budgets as part of the net achievement of benefits of the programme.

Where technology is replaced/upgraded, it has been assumed there will be no impact on revenue budgets because the ongoing costs for the support and maintenance will be similar to those already in the revenue budgets for the existing technology.

## 11. Risks

A risk register for the programme of improvements is set out in Appendix 14. The scope of risks in the discussion paper has been extended and reflects mitigation and residual risks. Risk throughout the programme will be managed through project governance arrangements.



## 12. Assumptions

The following assumptions are associated with the project and relate closely to the identified risks. The impact if any of the assumptions are compromised would be managed through the risk management approach to the project.

- a) That funding for investment is not compromised and that the implementation costs do not escalate beyond budget.
- b) That the programme of target savings is achieved as planned
- c) That the capacity, skills and capability to meet the required improvements is available within the directorate or developed through measures identified in the programme
- d) That there is buy-in from key stakeholders
- e) That the level of formation of arms length organisations within the council does not compromise the directorate's ability to provide integrated services.
- f) That effective project and change management enables the business as usual services to be managed alongside the achievement of improvements
- g) That customers do not seek alternative service provision for directorate services
- h) That changes in the viability, desirability or achievability of individual improvements do not compromise the overall programme
- i) That changes in vision or direction from elected members do not impact the programme significantly
- j) That wider changes in national or regional political agendas do not impact the programme significantly
- k) That the measures put in place enable the directorate to respond flexibly to meet changing customer demands
- l) That solutions are appropriately researched before changes are implemented
- m) That improvement options are made in consultation with customers reducing unanticipated negative impacts of the change
- n) That the outcomes of improvements are achieved
- o) That the pace of change of technology does not impact the programme significantly and that the current systems technology base continues to be supported

## 13. Dependencies

There are dependencies identified in the individual service improvements. There are other dependencies between service improvements and between directorate service improvements and those in the wider council. The next stage of the planning process will be to ensure that these dependencies are fully identified and processes are put in place to effectively manage any resource, process and technological implications.

It is not anticipated at this stage that any of the dependencies identified will compromise the delivery of the overall programme in the 5 year period, but there may be an impact on the timeline of individual improvements.

#### **14. Constraints**

The programme is constrained by financial, business and technological factors.

Financial constraints include the level of capital investment available and the on-going revenue budgets available to the directorate.

Business constraints include the statutory and regulatory systems within which the council operates.

Technological constraints include the current technology base of the directorate and our capacity to adapt to changing requirements.

#### **15. ICT Hardware, Software or Network infrastructure**

It is essential that the IT Account Managers are consulted in the early stages of ALL the projects to implement these improvements, regardless of whether there is an obvious IT element to the project or not. This will allow them to determine whether the project has any implications that are architecturally significant and require consideration by the Enterprise Architecture Governance Board.

## **Appendix 1 – Summary of Feedback**

There was a wide-ranging programme of consultation on the discussion paper, involving Members, unions, staff, the directorate's ESMT, internal and external customers. This involved written feedback, staff briefings and workshops in order to actively seek the views of all consultees. The consultation feedback was focussed around 13 questions for consideration as follows:

### **1. Scope**

The scope question asked which services in CG should be included in the programme:

- There was strong support for an inclusive scope for all directorate services
- The scope should link to the Smarter Cities Vision and whole council

### **2. Strategic Benefits**

The strategic benefits section explained how the document linked the programme to the directorate business plan and vision and asked whether the key critical success factors were the right ones. Feedback was:

- We should improve performance standards as well as aspirational benefits
- We should look at quick wins and long and short term improvements

### **3. Risks**

The risk management section set out 9 indicative strategic risks with their likelihood and impact. Feedback was:

- We should widen the scope of risks
- And include mitigation

### **4. Workforce planning**

The workforce planning section set out some of the challenges facing the directorate and its workforce that we will need to respond to. The feedback was:

- That workforce plans should reflect customer needs
- That it is important to link resource levels to desired service quality.

### **5. Improvement themes**

There were overarching improvement themes for the directorate as a whole and for each service area. The feedback was that:

- Themes strongly supported especially values, business process review, business intelligence, customer service

### **6. Cross service options**

A number of cross service options were set out including, for example, flexible working and business intelligence. Feedback was that:

- It is important to link services through improvements where provision to customers links
- A one stop shop approach for customers was supported
- Customer service standards and processes should be cross cutting across the directorate.

## **7. Improvement options**

There were many detailed feedback responses on the individual service options for each service. Many of these related to business processes and the customer experience of these. This was the section where the key messages of 'customer service', 'right first time' and 'ensuring a flexible and agile mind set' came through. It is therefore important that the improvements reflect business process review to improve the customer experience.

## **8. Governance**

There were 3 governance structures proposed in the paper – 1) service/functional; 2) cross cutting and 3) a matrix that used both service and cross cutting approaches.

The feedback was that the matrix approach was supported – focusing on the most relevant approach.

It was felt important to minimise the resource impact on staff of the new programme management arrangements and use existing management methods such as SMT/ESMT meetings; Head of Service briefings and one to ones to implement the programme.

## **9. Savings timeline**

The savings timeline set out the timeframe up to 2016/17. It was felt important to continuously:

- Review savings targets against latest funding gap and investment required

## **10. External support**

The external support section looked at the role of external consultants in supporting the improvement programme. There was support for:

- Full and early use of appropriate external support – with knowledge transfer
- Further methods of strengthening capacity were also promoted:
- Partnership/ shared services
- Secondments and up-skilling staff

It was felt important to ensure that use of external support is explained to customers

## **11. Approach**

The approach section looked at whether the programme should be 'big bang' or phased.

The response was:

- Customer centred approach – customer needs analysis
- Flexible approach ensuring that staff are not overstretched in order to achieve 'big bang' demands without justification

## **12. Employee and stakeholder engagement**

The engagement process was thought to have gone well so far and consultees appreciated the opportunity to input their views.

The level of jargon in the document was raised, however, some of the service options do have complex explanations that are best understood by a particular service area.

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It is therefore felt appropriate where possible to minimise the jargon and explain examples where possible, with summaries of key points being made available to suit the needs of the reader.

It was felt important throughout the further steps of the programme and in working relationships generally to build links at all levels with our customers.

The role of the facilitators was recognised as having helped the consultation process.

### **13. Next steps**

The next steps are supported, it was felt important to:

- More strongly identify specific performance measures and success criteria
- Undertake more structured customer needs analysis

Extensive feedback was provided and published on the 'Zone' council intranet. The overall emphasis of the feedback was supportive of the approach. A large number of detailed points were made and that constructive criticism has been taken on board and built into this business case.

There were seven key messages identified to summarise the feedback.

Customer service was raised by many of the consultees with a range of detailed suggestions and highly prioritised.

The roles and responsibilities of the directorate and our customers were felt important – bearing in mind the dual governance and support role the directorate has.

An inclusive approach was recommended.

The seven key messages were:

1. Customer Focus
2. Better data for business decision making
3. Streamlined Business Process Review
4. Flexible/agile mind-set and resource
5. Importance of right first time
6. Roles and responsibilities
7. Inclusive approach for all

## **Appendix 2 – Six Inclusive Themes**

## **Inclusive Theme Summary**

<b>Inclusive Theme</b>	Customer Service	<b>ID</b>	Inc1_CS
<b>Author</b>	Bruce Reid	<b>Version</b>	FINALx
<b>Approver</b>	Paul Fleming	<b>Date</b>	08-04-13

### ***1. Description***

The directorate is committed to supporting the modernisation of the Council's services by providing high quality, cost effective services which put the customer at the centre. At the core of this is the delivery of a consistent, high quality customer experience through a range of contact methods that are tailored to the needs of our different customer groups. Service standards will be reviewed and improved to ensure consistency in service quality and improve customer satisfaction across the organisation. Service level agreements with our customers will provide the underpinning governance.

Throughout the process of the development of this business case, the directorate has sought customer views and feedback that has led to approaches set out in this programme. In the implementation phase it is intended that service improvements will be developed following customer needs analysis and the design of services will be led by our customers.

The measurement of customer service and satisfaction will inform our progress in this improvement programme and we will respond to our customer's expectations of effective tracking of customer enquiries, getting it right first time and pro-active complaint management.

It is also important to develop our customer's awareness of our services and a number of measures are set out in this plan in order to achieve this outcome, building on positive feedback, for example, in respect of the role of business partners and how they support our internal customers.

We wish to reinforce the message that customer service is the responsibility of all our staff - embracing a customer service culture. A culture that rewards exceptional customer service will continue to be supported through the Performance Review and Development Scheme. This will link to the directorate's aspiration to have a flexible, skilled and motivated workforce.

There are a number of specific priorities for customer service identified in improvements across the directorate:

- improving staff performance and capability having a positive impact on customer service
- reducing customer waiting times through investment in new technologies
- increasing the reliability and performance of network services
- enabling the delivery of a value added service to customers through strengthening financial management
- encouraging and enabling customers to participate in the local democratic process with enhanced access to the council via social media and technology.
- demonstrating our effective decision making to customers through business

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Business Case

intelligence led information

Welfare Reform may have a major impact on some of our customers who may need support and help to deal with these changes. The directorate's proposals will support customers through these changes by ensuring that staff receive sufficient training and knowledge to provide guidance and advice.

**2. Service Improvements with links to this inclusive theme**

ID	Improvement
CSP1	Knowledge Management
CSP2	Partnership Working – Community Planning
CSP3	Mobile & Flexible Working
CSP4	Customer Service Improvement programme
CSP5	Channel Optimisation
CSP6	City wide network improvements
CSP7	Enterprise Architecture
Fin5	Responding to customers
Fin7	Embedding the Finance Framework
Fin8	Responding to legislative and organisational change
HR2	Cultural Transformation
HR3	Improving Employee Engagement
HR4	Smarter Health, Safety and Wellbeing
HR5	Smarter Change Management
HR8	Smarter Recruitment and Skills Development
LDS1	Improving access to democracy
LDS2	Promotion of committee support services
LDS3	Legislative Change
LDS4	Improved Access to Archives
LDS5	Legal Services – Service Review
CPU1	Process Improvement & Best Practice
CPU2	Supplier Development
CPU3	Customer Responsiveness



## Inclusive Theme Summary

<b>Inclusive Theme</b>	Business Intelligence	<b>ID</b>	Inc2_BI
<b>Author</b>	Carol Wright	<b>Version</b>	FINALx
<b>Approver</b>	Craig Innes	<b>Date</b>	08-04-13

### **1. Description**

In a complex organisation, it is critical that the right decisions can be backed by good quality and timely data so that management information drives improvement across the Council. Having accurate, reliable and easy to access management information available in real time is critical for effective and efficient decision making.

Streamlined business intelligence tools are needed to enhance and automate reporting and forecasting activity and it is proposed to develop a manager's portal that will enhance successful business management across the council through access to better information.

Interoperability of all systems and adoption and adherence to data preparation and management standards are key to the success of better clean data management and 'one version of the truth'. This improvement programme includes significant proposals for the strengthening of integration of the key sets of information the directorate oversees on behalf of the council in relation to finance, human resources and procurement. In addition, each service area has proposals in respect of the information it holds for specific purposes.

The programme includes major proposals in relation to the technological systems that the customer service and performance service govern on behalf of the council to provide resilience and support the business intelligence capability.

The knowledge management improvement focusses on linking business intelligence, benchmarking and digitisation of documents.

These proposals include the development of Business Intelligence technology through "dashboard" analytical reporting, data integration and data warehousing, being enabled by web based tools.

In addition there are proposals to focus on strategic business planning information using best practice guidance and continuing to strengthen the approach to priority based budgeting.

Ensuring an approach to strengthen interoperability standards for the organisation is linked to the Enterprise Architecture framework.

### **2. Service Improvements with links to this inclusive theme**

<b>ID</b>	<b>Improvement</b>
CSP1	Knowledge Management
CSP2	Partnership Working – Community Planning
CSP3	Mobile & Flexible Working

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ID	Improvement
CSP4	Customer Service Improvement programme
CSP5	Channel Optimisation
CSP7	Enterprise Architecture
Fin2	Maximising business intelligence
Fin6	Strengthening technological solutions
Fin7	Embedding the Finance Framework
Fin8	Responding to legislative and organisational change
HR1	Smarter Integrated Planning
HR5	Smarter Change Management
LDS1	Improving access to democracy
LDS3	Legislative Change
LDS4	Improved Access to Archives
LDS5	Legal Services – Service Review
CPU1	Process Improvement & Best Practice
CPU2	Supplier Development
CPU3	Customer Responsiveness

## **Inclusive Theme Summary**

<b>Inclusive Theme</b>	Business Process Review	<b>ID</b>	Inc3_BI
<b>Author</b>	Garry Stevens	<b>Version</b>	FINALx
<b>Approver</b>	Barry Jenkins	<b>Date</b>	08-04-13

### ***1. Description***

Streamlined business processes which result in outcomes that support our customer's needs are a key priority for the directorate. These need to be flexible, reflecting the many varied needs of our customers, through the range of internal service departments to the different external customer groups and citizens we support.

All services in the directorate have identified a number of business processes for review, with the intention that through more effective processes reducing dependence on manual intervention, the quality of the service can be improved and that staff time can potentially be released to provide higher quality advice and support.

Processes and workflows need to be constantly reviewed and refined to ensure they are fit for purpose. Processes may change in response to changing technology, new legislation or regulations, recognition of duplication, ideas and input from staff, or business process review.

It is recognised that reviews may result in changed roles for staff and it is important for the directorate to support staff through the process, and enable them to adapt to new ways of working, giving them training and skills to learn new systems and to respond to the changing needs of the organisation.

Clarity of comprehension of processes by users and customers is important and the development of effective procedures and training programmes.

The close relationship between business processes in the directorate, and business processes of the internal customers or other council services is recognised. It is critical that in review of business processes within the directorate, an unexpected negative impact for these services does not result.

Through this improvement programme, it is intended that there will be a coherent approach to business process review within services and the directorate, for example, developing best practice approaches to reviews, comprehending the full end to end processes and dependencies between processes.

### ***2. Service Improvements with links to this inclusive theme***

<b>ID</b>	<b>Improvement</b>
CSP1	Knowledge Management
CSP2	Partnership Working – Community Planning
CSP3	Mobile & Flexible Working
CSP4	Customer Service Improvement programme
CSP5	Channel Optimisation

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ID	Improvement
CSP7	Enterprise Architecture
Fin4	Driving process improvement and efficiencies
Fin7	Embedding the Finance Framework
Fin8	Responding to legislative and organisational change
HR1	Smarter Integrated Planning
HR5	Smarter Change Management
HR6	Employer Of Choice
LDS1	Improving access to democracy
LDS3	Legislative Change
LDS5	Legal Services – Service Review
CPU1	Process Improvement & Best Practice
CPU2	Supplier Development
CPU3	Customer Responsiveness

## **Inclusive Theme Summary**

<b>Inclusive Theme</b>	Staff development and workforce planning	<b>ID</b>	Inc4_SDandWP
<b>Author</b>	Dorothy Morrison	<b>Version</b>	FINALx
<b>Approver</b>	Ewan Sutherland	<b>Date</b>	08-04-13

### ***1. Description***

<p>Delivering on the Councils Business Plan depends on our workforce. For the first time the council is in the position of having a Strategic Workforce Plan which sits alongside the Business Plan and which is designed to ensure:</p> <ul style="list-style-type: none"> <li>• ‘We have a flexible, motivate and skilled workforce’; and that</li> <li>• ‘We have planned that workforce in terms of the numbers, skills and qualities we required.’</li> </ul> <p>The directorate has prioritised workforce planning and staff development as a theme to support the achievement of many of its improvements and in turn there are a number of specific improvements identified that focus on how this will be achieved, in particular through mobile and flexible working, focus on learning and development in the finance service, through all of the service improvements identified in the HR&amp;OD service and through the legal services service review.</p> <p>These service improvements cover areas such as how we will recruit and retain quality staff, how we will ensure we are an employer of choice, how we will develop people, how we will reward people, how we will manage talent and succession plan to ensure we have business continuity.</p> <p>Specific examples of these areas include:</p> <ul style="list-style-type: none"> <li>• The role of personal development plans for staff in developing training programmes linked to professional development.</li> <li>• Opportunities to build capability and capacity in our workforce such as through effective use of external support, secondments, working with partners and ensuring effective staff cover arrangements.</li> </ul> <p>In future we wish to strengthen further the links between the roles staff of the various service disciplines to build on synergies, share skills and create resilience in the organisation, which should also focus on improving our services to customers.</p>
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### ***2. Service Improvements with links to this inclusive theme***

<b>ID</b>	<b>Improvement</b>
CSP1	Knowledge Management
CSP2	Partnership Working – Community Planning
CSP3	Mobile & Flexible Working
CSP4	Customer Service Improvement programme
CSP6	City wide network improvements
CSP7	Enterprise Architecture
Fin1	Building a performance culture

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ID	Improvement
Fin7	Embedding the Finance Framework
Fin8	Responding to legislative and organisational change
HR1	Smarter Integrated Planning
HR2	Cultural Transformation
HR3	Improving Employee Engagement
HR4	Smarter Health, Safety and Wellbeing
HR5	Smarter Change Management
HR6	Employer Of Choice
HR7	Smarter Attendance Management
HR8	Smarter Recruitment and Skills Development
LDS1	Improving access to democracy
LDS2	Promotion of committee support services
LDS3	Legislative Change
LDS5	Legal Services – Service Review
CPU1	Process Improvement & Best Practice
CPU3	Customer Responsiveness

## Inclusive Theme Summary

<b>Inclusive Theme</b>	Performance measurement and good practice	<b>ID</b>	Inc5_PMandGP
<b>Author</b>	Martin Murchie	<b>Version</b>	FINALx
<b>Approver</b>	Jane MacEachran	<b>Date</b>	08-04-13

### **1. Description**

This theme encompasses both approaches to performance measurement and the application of best practice learned from other organisations and developed through the creativity in our own organisation.

Value adding performance measurement is integral to our understanding our business; this can be achieved through effective business intelligence information and a strong range of appropriate performance measures that effectively demonstrate the quality and cost of our core services and milestones in our journey of improvement.

It is important that we benchmark our performance against other organisations and use the findings to learn our strengths and weaknesses.

Good performance information can then lead to good business decisions, redirection of resources to improve quality, effective design of processes and can provide assurance that service and organisational objectives are being delivered.

It is important that the performance of the directorate is effectively demonstrated to our customers to enable their feedback to be well informed. Customer satisfaction is a key measure of our performance. We will set appropriate performance standards and measures that are transparent to our customers through Service Level Agreements.

On designing performance measurement arrangements, consideration will be given to:

- Identifying the data and intelligence that will drive improvement;
- Agreeing, standards and tolerances of deviation;
- Data collection, with an ambition of effective automation to minimise the burden of collection;
- Analysis of data, specifically including comparisons (e.g. benchmarking with others to identify best practice; trend analysis);
- Clear and transparent decision making arrangements; and
- Appropriate engagement with stakeholders.

This theme is also the driver to encourage creativity and ideas from staff to support individual improvements and to generate new improvements as the programme progresses. Within the improvement programme are a number of measures intended to provide opportunities for staff to be more involved such as through a Corporate Governance Staff Conference and building on existing opportunities within services and teams.

The development of best practice approaches within the directorate may result in opportunities to share our services with other partner organisations or provide services

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externally that may result in income generating opportunities.

**2. Service Improvements with links to this inclusive theme**

ID	Improvement
CSP1	Knowledge Management
CSP2	Partnership Working – Community Planning
CSP3	Mobile & Flexible Working
CSP4	Customer Service Improvement programme
CSP5	Channel Optimisation
CSP6	City wide network improvements
CSP7	Enterprise Architecture
Fin3	Fostering innovation and developing best practice
Fin7	Embedding the Finance Framework
Fin8	Responding to legislative and organisational change
HR2	Cultural Transformation
HR3	Improving Employee Engagement
HR5	Smarter Change Management
HR6	Employer Of Choice
HR7	Smarter Attendance Management
HR8	Smarter Recruitment and Skills Development
LDS1	Improving access to democracy
LDS2	Promotion of committee support services
LDS3	Legislative Change
LDS5	Legal Services – Service Review
CPU1	Process Improvement & Best Practice
CPU2	Supplier Development
CPU3	Customer Responsiveness



## **Inclusive Theme Summary**

<b>Inclusive Theme</b>	Vision, Values and Performance Culture	<b>ID</b>	Inc6_VVandPC
<b>Author</b>	Angela Crawford	<b>Version</b>	FINALx
<b>Approver</b>	Stewart Carruth	<b>Date</b>	08-04-13

### ***1. Description***

The Corporate Governance Service has a vision to **‘support the modernisation of the Council’s services by providing high quality, cost effective services which put the customer at the centre’**.

In order to achieve this we will require a highly skilled and motivated workforce, committed to a clear set of values:

- Excellence
- Customer focused
- Teamwork
- Respecting others
- Openness and honesty
- Upholding the reputation of Aberdeen City Council

This theme underpins the other themes as it sets the approach and standards that we all work to. In delivering on this priority we will:

- Enhance the clarity and importance of the vision and values to the directorate.
- Undertake measures to ensure that the above vision and values are embedded throughout the directorate such as through an annual conference, events and a tailored training programme, led by the SMT.
- Continuously strengthen the application of values in the directorate.
- Comprehensively implement and embed the Performance, Review and Development Scheme (PR&D) with strong focus on Learning and Development which will enable us to have a flexible, skilled and motivated workforce which takes responsibility
- Specifically drive work on the behaviours of respect, professionalism, communication and customer service in the PR&D scheme.
- Strengthen leadership capability in the directorate.
- Link the professional values from the service specialisms (HR, Legal, Finance) through the continuous professional development programmes to the vision and values of the directorate to continuously build and strengthen objectives and behaviours of staff.
- Enhance the clarity of the roles and responsibilities of the directorate in its governance and support roles building on professional best practice
- Ensure that risk is effectively managed in the directorate, particularly in support of the improvement programme
- Strengthen the implementation of the PR&D scheme to:
  - enhance the application of objective setting and monitoring
  - sharing good behaviour examples across the directorate
  - rewarding success.
- Consider measures to enhance the reputation of the directorate

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This theme underpins other themes and the vision and values also support the themes as follows:

### **Staff development and workforce planning**

- Implementation of an effective workforce planning strategy across CG encompassing recruitment, flexible resourcing and deployment, talent management and succession planning

### **Customer service**

- Listen to, and be responsive to, our customers, shaping our services around their needs and focusing our resources where they are most needed
- Provision of high quality services tailored to our customers (both internal and external) using, appropriately skilled, well trained, competent staff using the right technology and effective workflows to deliver a consistent service. Whilst doing this we will work closely with our partners, including local communities, to deliver a single set of outcomes for all the citizens of Aberdeen
- Enhanced position to support changing customer requirements such as those required by arms length arrangements and welfare reform.

### **Performance Measurement and good practice**

- Fostering innovation and developing best practice through identification and implementation of best-practice approaches to facilitate the required outcomes and the delivery of a commercially competitive service.
- Benchmarking and performance measurement

### **Business intelligence**

- Effective use of technology linked with its application to support our vision and values

### **Business process review**

- Effective use of business processes linked with its application to support our vision and values

The achievement of this theme also supports the achievement of all the critical success factors identified in the business case through

- Making best use of the financial resources available to us, delivering improvement in our service priorities in the most cost effective manner

## **2. Service Improvements with links to this inclusive theme**

ID	Improvement
CSP1	Knowledge Management
CSP2	Partnership Working – Community Planning
CSP3	Mobile & Flexible Working
CSP4	Customer Service Improvement programme
CSP5	Channel Optimisation
CSP6	City wide network improvements
CSP7	Enterprise Architecture
Fin1	Building a performance culture
Fin7	Embedding the Finance Framework
Fin8	Responding to legislative and organisational change
HR1	Smarter Integrated Planning
HR2	Cultural Transformation
HR3	Improving Employee Engagement

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<b>ID</b>	<b>Improvement</b>
HR4	Smarter Health, Safety and Wellbeing
HR5	Smarter Change Management
HR6	Employer Of Choice
HR7	Smarter Attendance Management
HR8	Smarter Recruitment and Skills Development
LDS1	Improving access to democracy
LDS2	Promotion of committee support services
LDS3	Legislative Change
LDS4	Improved Access to Archives
LDS5	Legal Services – Service Review
CPU1	Process Improvement & Best Practice
CPU2	Supplier Development
CPU3	Customer Responsiveness

## Appendix 3 – Service Improvements

- Customer Service and Performance
  - CSP1 - Knowledge Management
  - CSP2 - Partnership Working - community planning
  - CSP3 - Mobile and Flexible Working
  - CSP4 - Customer Service Improvement Programme
  - CSP5 - Channel Optimisation
  - CSP6 - City wide network improvements
  - CSP7 - Enterprise Architecture
  
- Finance
  - F1 - Building a performance culture
  - F2 - Maximising business intelligence
  - F3 - Fostering innovation and developing best practice
  - F4 - Driving process improvement and efficiencies
  - F5 - Responding to customers
  - F6 - Strengthening technological solutions
  - F7 - Embedding the Finance Framework
  - F8 - Responding to legislative and organisational change
  
- Human Resources and Organisational Development
  - HR1 - Smarter Integrated Planning
  - HR2 - Cultural Transformation
  - HR3 - Improving Employee Engagement
  - HR4 - Smarter Health, Safety and Wellbeing
  - HR5 - Smarter Change Management
  - HR6 - Employer of Choice
  - HR7 - Smarter Attendance Management
  - HR8 - Smarter Recruitment and Skills Development
  
- Legal and Democratic Services
  - LDS1 - Improving access to democracy
  - LDS2 - Promotion of committee support services
  - LDS3 - Legislative Change
  - LDS4 - Improved Access to Archives
  - LDS5 - Legal Services - Service Review
  
- Procurement
  - CPU1 - Process Improvement & Best Practice
  - CPU2 - Supplier Development
  - CPU3 - Customer Responsiveness

**Appendix 3 – Service Improvements**  
**Customer Service and Performance**

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## Service Group Summary

<b>Service Group</b>	Customer Service and Performance	<b>Version</b>	FINALx
<b>Head of Service</b>	Paul Fleming	<b>Date</b>	05-04-13

### **1. Head of Service Statement**

The programme of improvements outlined in the individual Service Improvements sets out how our service will contribute to the delivery of the key aims of the Smarter City agenda, Council's Five Year Plan and the Corporate Governance Business Plan.

Over the next five years the delivery of customer service will change significantly as we adapt to changing customer demands regarding the way in which services are accessed and delivered through emerging technologies, social media and mobile platforms. This process of change and improvement will be shaped and informed through a greater understanding of our customers needs, focused on better services delivering outcomes more efficiently and effectively.

### **2. Improvements mapped to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

<b>ID</b>	<b>Improvement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
CSP1	<b>Knowledge Management</b> – We will improve knowledge management across the council through a number of projects including implementation of a corporate business intelligence solution; improved benchmarking of our services against best in class across a range of sectors; and digitization of our documents to support access to information and flexible working.	X	X	X	X	X	X
CSP2	<b>Partnership Working – Community Planning</b> – We will work, with council colleagues and partners, to embed new governance and management arrangements for Community Planning Aberdeen; support the effective delivery of the Single Outcome Agreement; and	X	X	X	X	X	X

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ID	Improvement	1	2	3	4	5	6
	develop a local “whole system” approach to service planning and delivery.						
CSP3	<b>Mobile &amp; Flexible Working</b> – We will provide the technology infrastructure, standard platforms, tools and access policies to support increased mobile and flexible working under the corporate-wide New Ways of Working Programme	X	X	X	X	X	X
CSP4	<b>Customer Service Improvement programme</b> – We will improve the customer experience by continuing to review and revise processes, ways of working and managing demand for existing and new services; establish a staff training and development programme; develop common customer service standards for ICT; implement an integration tool allowing communication between line of business systems and through specific devices; and implement an asset management and configuration system.	X	X	X	X	X	X
CSP5	<b>Channel Optimisation</b> – We will continue to work on shifting internal and external customer contact to alternative lower cost channels for example, web, SMS, social media, mobile and handheld applications taking into account the different preferences of our customers and employees.	X	X	X		X	X
CSP6	<b>City wide network improvements</b> – We will improve performance and resilience of the ICT network across the city to ensure that it aligns with the business requirements and expectations.	X			X	X	X
CSP7	<b>Enterprise Architecture</b> – We will implement an enterprise architecture approach which provides a strategic context for the evolution of IT in response to the constantly changing needs of the business environment.	X	X	X	X	X	X

## Service Improvement

<b>Improvement</b>	Knowledge Management	<b>ID</b>	CSP1
<b>Author</b>	Martin Murchie	<b>Version</b>	FINALx
<b>Approver</b>	Paul Fleming	<b>Date</b>	08-04-13

### 1. Description

#### Current Situation

There is currently a fragmented approach to how the Service (and organisation) deals with information. Clear opportunities exist to improve information and knowledge management in support of business objectives. A baseline review needs to be undertaken, however, it is clear that no single strategy or plan is in place for the management of information and knowledge. Sources of information (electronic and physical systems) are fragmented, which is an impediment to analysis of data to support intelligence led decision making. Access to information (for colleagues and the public) is often ad hoc.

#### Business need

Knowledge supports the understanding of our business; directing of resources in an intelligence led way; design of processes in an intelligence led way; and, through appropriate governance arrangements, provides assurance that Service and organisational objectives are being delivered.

#### Objectives

There are 3 priority strands:-

- **Business Intelligence** - Through the application of technological solutions, we will improve access to business data in an integrated way which supports interrogation; analysis; reporting and its use in improving management of the Council's resources.
- **Benchmarking** - We will review current use of benchmarking as a tool to support improvement; identify further sources of benchmarking, as appropriate; and integrate this within our performance management and reporting arrangements.
- **Digitization of Documents** - As part of our corporate approach to the management of information, we will put in place a project to move the Council's documents from hard copy to electronic, as appropriate, in support of the "New Ways of Working" programme.

#### Strategic fit

The improvement underpins effective delivery of all organisational objectives.

#### Timing

- **Business Intelligence**
  - Phase 1 – April 2013
  - Phase 2 – April 2014
- **Benchmarking**
  - September 2013



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- **Digitization of Documents**

- April 2014

### **Stakeholders**

- **Business Intelligence**

- Key Stakeholders
  - ICT
  - Community Planning & Corporate Performance
  - Finance
  - HR
  - System Owners
  - Enterprise Architecture Board
  - Key information user
- Broad Stakeholders
  - All services
  - Elected Members

- **Benchmarking**

- Community Planning & Corporate Performance
- Key information owners

- **Digitization of Documents**

- Records Management
- Information Management Liaison Officers
- Key information owners
- ICT
- Enterprise Architecture Board
- New Ways of Working Programme Board

## **2. Impacts**

### **Organisation**

- There will be significant organisational impact for BI and Digitization. The input and direct activity of all Services will be required, both as the Improvement is planned and during delivery.

### **Processes**

- There will be very significant impact on processes for data capture, recording, analysis; use and reporting.

### **People**

- The impact on colleagues should be positive, empowering intelligence led decision making and allowing them to be more flexible in how they deliver services. At this early stage, it is not possible to quantify further details.

### **Technology**

- To be identified. Business analysis will be required to identify technology solutions for BI and Digitization. These will require the Enterprise Architecture Board to make determinations.

### **Other Corporate Governance Services**

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- All Corporate Governance services will be involved in the project. The impacts will vary.

**Other Council Services**

- Significant positive impact on all Services from digitization of documents (increased flexibility; assurance re information security). Corporate impact re physical storage. The impact of BI, again, should be positive providing improved access to information and increased ability for value adding analysis and use. There may be an impact in terms of use of information systems, but this cannot be expanded on at this stage.

**Other stakeholders**

Customers and taxpayers will benefit from improved use of, and access to, information and increased flexibility of service delivery.

**3. Links to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
CSP1	<b>Knowledge Management</b> – We will improve knowledge management across the council through a number of projects including implementation of a corporate business intelligence solution; improved benchmarking of our services against best in class across a range of sectors; and digitization of our documents to support access to information and flexible working.	X	X	X	X	X	X

Comments:

1. Customer service – Improved information will allow CG to better respond to customer need
2. Business intelligence – there is a strong link to this inclusive theme, and improvements in other services link to this improvement
3. Business Process Review – Strongly supported by information and benchmarking
4. Staff development and workforce planning – Improved knowledge is a key driver for targeting staff development and workforce planning
5. Performance measurement and good practice – There is a strong link to this theme that is directly supported.

Vision, values and performance culture – Directly supportive of this.

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## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£)

<b>Capital Expenditure</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Business Intelligence – all CG	62,500	125,000	62,500	-	-	250,000
Content Management – all CG	100,000	-	-	-	-	100,000
Total	350,000	-	-	-	-	350,000

<b>Revenue Expenditure (from existing budgets)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Consultancy support for BI	60,000	60,000	-	-	-	120,000
Subscription to b/mark sources	10,000	10,000	10,000	10,000	10,000	50,000
Project Manager for Digitization	50,000	-	-	-	-	50,000
Resource for scanning records	-	-	-	-	-	-
Total	120,000	70,000	10,000	10,000	10,000	220,000

<b>Revenue Expenditure (additional required)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Benefits (£)

<b>Benefits already attributed to existing PBB options (including ADM options)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
CG_CS_PMQ07 – Align Corporate Information & Research resource to work demand (links to Business Intelligence)	-	(47,000)	(47,000)	(47,000)	(47,000)	(188,000)
Total	-	(47,000)	(47,000)	(47,000)	(47,000)	(188,000)

<b>Additional benefits that this improvement will enable</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Comments:

**Business Intelligence** - The required resource will be consultancy and technological investment in data warehousing. Benefits that could accrue to the whole organisation are potentially very significant, but difficult to quantify at this stage. Directing resource in an intelligence led way will enable more effective resource decisions.

**Benchmarking** - Minimal resource required to access data for which there is a charge. The business case is that the benefits to accrue from improved management information and processes will outweigh the cost. Benchmarking makes services more accountable and allows measurement of progress while improving performance.

**Digitization** - This is a significant project which underpins the “New Ways of Working” programme. The full costs and benefits will be fully quantified once the project is scoped, and include

- A dedicated fixed term project manager is required for 2013/14 to establish and scope the project and initiate activity (costs estimated above)

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- dedicated resource required to scan records
  - once records are digital these need to be stored in a way that allows context specific access and complies with Public Records and Data Protection requirements
- Benefits would be real and, in many cases, cashable (e.g. storage space; flexible working). Benefits include improved governance arrangements, easier access to documents to support data analysis and requests for information.

### 4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit
See 4.1 Comments		

### 4.3 Qualitative

Benefit	Measurement	Estimated benefit
See 4.1 Comments		

## 5. Risks

**Business Intelligence** - Unavailability of information leads to decisions which are not intelligence led.

**Benchmarking** - Opportunities are lost due to lack of knowledge of best practice. Accountability and authority are diluted due to lack of credible comparisons.

**Digitization** - Public Records Act is not fully complied with. New Ways of Working Programme is not supported.

## Service Improvement

<b>Improvement</b>	Partnership Working – Community Planning	<b>ID</b>	CSP2
<b>Author</b>	Martin Murchie	<b>Version</b>	FINALx
<b>Approver</b>	Paul Fleming	<b>Date</b>	05-04-13

### **1. Description**

#### **Background**

Development of a new City Vision and Single Outcome Agreement (SOA) and accountability for its delivery.

#### **Current Situation**

A new SOA will, formally, be in place by 30<sup>th</sup> June 2013. This sets out the priority outcomes on which the Scottish Government will hold community planning partners to account. Partners will also hold each other to account for their contribution towards these outcomes. The delivery of complex multi-agency outcomes has many challenges and the facilitation of this process rests with Corporate Governance.

#### **Business need**

As stated above, there is a shared accountability for delivering improved outcomes. The challenges to delivery require to be proactively identified and managed to reduce the risk of priorities not being delivered.

#### **Objectives**

We will work, with Council colleagues and partners, to embed new governance and management arrangements for Community Planning Aberdeen; support the effective delivery of the Single Outcome Agreement; and develop a local “whole system” approach to service planning and delivery.

#### **Strategic fit**

The SOA informs the 5 Year Business Plan, the strategic fit, therefore, is clear.

#### **Timing**

The SOA has a 10 year timeframe, however, the completion of the development plan should be embedded by 31<sup>st</sup> March 2014.

#### **Stakeholders**

The SOA is an all encompassing vision for the City. We are all, therefore, stakeholders. More specifically, however, each priority area will have accountabilities for colleagues across each Service.

### **2. Impacts**

#### **Organisation**

- The organisation’s governance and management arrangements will, where needed, require to be adjusted to support the delivery of SOA priorities. The non-delivery of priority outcomes could have negative consequences in terms of reputation and,

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particularly with respect to preventative spend, costs.

### Processes

- Governance and management processes will require to be aligned. Given that most outcomes have a shared accountability, new ways of working with partners should be examined. Processes for alignment of resources to priorities will be reviewed.

### People

- The SOA will lead to an outcome focus for the city.

### Technology

- Unable to quantify, however, the SOA identifies “a digital city” as a priority. This also links to the network improvements in CS&P8.

### Other Corporate Governance Services

- Specifically, the Finance service will be involved in reviewing the processes for aligning resources to priorities at a partnership level links to Fin7.

### Other Council Services

- All Services are involved, as appropriate, in the delivery of the SOA.

### Other stakeholders

- Customers and taxpayers will benefit from improved governance and management of resources towards the delivery of improved outcomes. Local partners and the Scottish Government are also key stakeholders. The impact on them will be varied.

### 3. Links to the six inclusive themes

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
CSP2	<b>Partnership Working – Community Planning</b> – We will work, with council colleagues and partners, to embed new governance and management arrangements for Community Planning Aberdeen; support the effective delivery of the Single Outcome Agreement; and develop a local “whole system” approach to service planning and delivery.	X	X	X	X	X	X

Comments:

1. Customer service – Communities and service users are the focus for improved outcomes
2. Business intelligence – Planning locally through “whole system” and at Thematic and SOA level must be intelligence led
3. Business Process Review – The focus of the “whole system” approach is on reviewing activity across partners and building better processes
4. Staff development and workforce planning – This is one of the pillars of public sector reform which community planning needs to respond to

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5. Performance measurement and good practice – This is one of the pillars of public sector reform which community planning needs to respond to  
6. Vision, values and performance culture – Vision is set by SOA

## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£)

Capital Expenditure	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

Revenue Expenditure (from existing budgets)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
“Whole System” Project Manager (ACC contribution, see below)	25,000	20,000	0	0	0	45,000
Total	25,000	20,000	0	0	0	45,000

Revenue Expenditure (additional required)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Benefits (£)

Benefits already attributed to existing PBB options (including ADM options)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
CG_CS_FS03 Reduction in Fairer Scotland Fund	-	-	(250,000)	(250,000)	(250,000)	(750,000)
Total	-	-	(250,000)	(250,000)	(250,000)	(750,000)

Additional benefits that this improvement will enable	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Comments:

It has been agreed by the Community Planning Partnership, for a dedicated project management resource to support the “Whole System” approach. The role would be on a fixed term basis for a period of 18 months. The specific purpose of the “whole system” approach is to find joined approaches to a) improving efficiency b) preventing future costs and c) simultaneously, improve outcome for communities.

Accordingly, savings would be expected, but the nature of these; the timing; and indeed to which partner they might accrue are unknown. It is hoped that the development of this approach will offset the impact of reductions in the Fairer Scotland Fund.

Whilst the full cost of the fixed term post is likely to be £90k over the 18 months, it is possible that the post could be funded either from identified underspends; or through contributions from community planning partners. It is anticipated that ACC will recover 50% of the costs through such contributions; which is reflected in the figures above.

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4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit
See 4.1 Comments		

4.3 Qualitative

Benefit	Measurement	Estimated benefit
See 4.1 Comments		

**5. Risks**

The Community Planning Partnership has completed a full evaluation of risks which would have a negative impact on its ability to deliver its priorities. A full Risk Register is available. The Register specifically includes the unavailability of funding to support leverage projects such as “whole system”.



## Service Improvement

<b>Improvement</b>	Mobile & Flexible Working	<b>ID</b>	CSP3
<b>Author</b>	JP Cleary	<b>Version</b>	FINALx
<b>Approver</b>	Paul Fleming	<b>Date</b>	05-04-13

### **1. Description**

#### **Background**

The ICT service will provide the technology infrastructure, standard platforms, tools and access policies to support increased mobile and flexible working under the corporate-wide New Ways of Working Programme. Part of that programme's remit is to extend the use of mobile working for field workers and provide the facilities for home-working and flexible working. One of the major enablers in this will be the provision of the underlying ICT infrastructure and the tools to manage and maintain the infrastructure itself and the devices that will run on it.

#### **Current situation**

There are currently a number of mobile applications already running successfully in Housing, Social Care & Wellbeing, Roads and City Wardens. Other implementations are expected to be identified by the New Ways of Working Programme and there is already an additional project in Environmental Health that is currently being scoped for tender.

These applications tend to run on different mobile platforms using different technologies, sometimes supplied by the supplier of the main departmental system that the mobile worker wants to connect with.

Mobile device technology has advanced exponentially in the last few years giving rise to the increase in the demand for more flexible mobile working. It is crucial that security and monitoring of these devices keeps abreast with the technology advances. The request to use personal mobile devices such as Androids, iPads, Windows mobile devices and Smart phones across the Aberdeen City Council network, along with the growing desire for staff to use their own devices, also makes it essential for security purposes that the correct management, monitoring and filtering solution is implemented. Aberdeen City Council has two separate networks, the Corporate network and the Education network. The Mobile Device Management solution will be suitable for both the Corporate and the Education networks.

A solution has been procured for Mobile Device Management. This hardware and software will include the ability to secure, monitor, manage and support mobile devices deployed across the Aberdeen City Council networks (corporate and curricular). The software functionality will support all types of mobile devices, including mobile phones, PDAs, smart phones, tablet computers, mobile printers, mobile point of sale devices, employee-owned devices that can be supported under a Bring Your Own Device policy and mobile devices owned by ACC's partners.

#### **Business need**

As this improvement is an enabler for the New Ways of Working Programme, its main benefits will be derived from that of the Programme and the identified improvements and

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increased flexibility in staff's working environment and process efficiencies from supporting staff to work in more mobile and flexible ways. Using this technology staff will be able to access and input data remotely and from modern working environments, remote sites, customer premises and from home using modern fully-connected tools and technology.

In line with the Enterprise Architecture Strategy, the proposed mobile working infrastructure assumes the adoption of a mobile technology platform rather than continuing to purchase heterogeneous environments.

In addition, SharePoint and other collaboration and communications tools will be provided under the Microsoft Enterprise Agreement and the existing technologies such as Lagan CRM and the Opti-time job scheduler may be further developed to support Work Style change.

### **Objective**

To provide the suite of tools, technologies, strategies, policies and services to support increased mobile and flexible working under the corporate-wide New Ways of Working Programme, where possible under an increasingly homogenous technology infrastructure to provide best value and reduce complexity in ICT support.

### **Strategic fit**

This improvement is an important enabler to a corporate New Ways of Working Programme which is being governed by New Ways of Working Programme Board reporting to the PMO Sponsoring Group.

### **Timing**

Some elements of this improvement have already started, others will be delivered as defined by the plans and schedules of the New Ways of Working Programme.

### **Stakeholders**

The main stakeholders are the New Ways of Working Programme, their stakeholders plus existing users of mobile and flexible technologies.

## **2. Impacts**

### **Organisation**

This improvement will provide ACC with a modern efficient suite of technology that helps equip a modern workforce working in modern, flexible ways and supporting a modern flexible working environment.

### **Processes**

The introduction of increased mobile and flexible working practices will result in significant changes to affected business processes. These will be identified and managed as part of the New Ways of Working Programme.

### **People**

The main impacts of the technology infrastructure will be via the New Ways of Working Programme but there may other impacts outside the scope of the Programme such as the possibility for staff to bring their own mobile device and connect them to the ACC network,

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allowing them greater flexibility in how they work.

**Technology**

This improvement will new technology platforms and may invoke changes to existing technology with the aim of moving towards homogenous technologies where possible in line with the Enterprise Architecture Strategy.

**3. Links to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
CSP3	<b>Mobile &amp; Flexible Working</b> – We will provide the technology infrastructure, standard platforms, tools and access policies to support increased mobile and flexible working under the corporate-wide New Ways of Working Programme	X	X	X	X	X	X

Comments:

As this improvement is an enabler, although it links to all six inclusive themes this is via the business implementations within the New Ways of Working Programme. There is a strong link to themes 3 and 4.

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## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

<b>Capital Expenditure</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
ICT Infrastructure within CG	50,000	-	-	-	-	50,000
Total	50,000	-	-	-	-	50,000

<b>Revenue Expenditure (from existing budgets)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (additional required)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Benefits (£s)

<b>Benefits already attributed to existing PBB options (including ADM options)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
CG_CS_PM01 – Programme Management Office – Efficiencies	-	(5,000)	-	-	-	(5,000)
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Additional benefits that this improvement will enable</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Comments:

This is the capital expenditure estimated to enable the mobile and flexible working to be implemented in Corporate Governance.  
Savings are not quantifiable at this stage, and it should be noted that any additional savings would be dependent on facilities reconfiguration.

### 4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit
None		

### 4.3 Qualitative

Benefit	Measurement	Estimated benefit
Supports the implementation of the New Ways of Working Programme and the realisation of its objectives and benefits.	An enabler only. Success will be through support of projects in the New Ways of Working Programme.	An enabler only. Contributes to successful outcomes of the Programme.

## **5. Risks**

It is assumed the middleware purchased for use with Lagan CRM will satisfy most of the requirements of mobile implementations. Additional work will be required when each mobile project is identified to test whether this is the case. This will be carried out through the Enterprise Architecture Board.

The strategy is to move to a more homogeneous environment. The needs of each mobile implementation within the New Ways of Working Programme will be tested against the Enterprise Architecture. In each case there is always a risk that the standard infrastructure is not the best solution.

ICT constantly changes. There is a risk this strategy will need to be amended as circumstances, customer requirements and technologies develop over time.

The New Ways of Working Programme is still in its early stages. Its ICT requirements may change as its business case becomes clearer.

## Service Improvement

<b>Improvement</b>	Customer Service Improvement Programme	<b>ID</b>	CSP4
<b>Author</b>	Angela Doyle / Sandra Massey / Aileen Reid	<b>Version</b>	FINALx
<b>Approver</b>	Paul Fleming	<b>Date</b>	05-04-13

### 1. Description

#### **Background, Business Need & Objective**

A customer service improvement programme is currently underway with the aim of improving the service experience for our internal and external customers offering access to information and services quickly and easily. Leading to the delivery of a more efficient and effective customer service experience where all service provision is consistent, co-ordinated, proactive and accountable and a 'first time fix' has become the norm. Our customer's needs and expectations are changing and being influenced by services they receive elsewhere. Therefore, we are looking to build on our current performance levels and further develop our staff to be cross-skilled in a number of service areas to improve customer satisfaction and performance levels.

The improvement programme will focus on a number of areas including;

- Improving the customer experience by continuing to review and revise processes, ways of working and managing demand for existing and new services
- Establishing a staff training and development programme comprising the multi-skilling of the customer service team.
- Develop common customer service standards for ICT to provide a consistent experience for internal and external customers across services.
- Review and revise performance metrics.
- Implement an integration tool allowing communication between line of business systems and through specific devices.
- Asset management and configuration system implementation.

#### **Strategic Fit**

This improvement supports the smarter priorities of;

- "Smarter Governance – Participation: acknowledging the role that citizens can play in the evolution of the city.  
Priority: we will encourage citizens to participate in the development, design and decision making of services to promote, civic pride, active citizenship and resilience.  
Outcome: Citizens feel they can influence their communities through engagement in the development, design and decision making of services."
- "Smarter Mobility – Transport and ICT: promoting the transport links to and from the city which are sustainable. Maximising digital connectivity for the benefit of all people and the development of business in the city.  
Priority: We will maximise digital connectivity to ensure equal opportunity of access to services for all people.  
Outcome: The city is digitally connected to ensure equal opportunity of access to services for all people and to support business development."

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**Stakeholders**

The key stakeholders for this service improvement include:

- Internal staff
- External customers
- Elected members
- External bodies – Sport Aberdeen, Bon Accord Care
- Other Local Authorities – Aberdeenshire Council, Moray Council
- Other public sector bodies – NHS, Police, Fire & Rescue service

**2. Impacts**

This improvement programme will have a positive impact on the organisation and external customers and partners. Positive impacts include; improved performance, reduced waiting times, enhanced reputation, increase in staff morale, increased capability, more consistency between ICT and Customer Service through utilising the same principles.

**3. Links to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
CSP4	<b>Customer Service Improvement programme</b> – We will improve the customer experience by continuing to review and revise processes, ways of working and managing demand for existing and new services; establish a staff training and development programme; develop common customer service standards for ICT; implement an integration tool allowing communication between line of business systems and through specific devices; and implement an asset management and configuration system.	X	X	X	X	X	X

Comments:

There is a strong link to the customer service theme.

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## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

<b>Capital Expenditure</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Service & Asset Management system	-	150,000	-	-	-	150,000
Upgrade and development of Lagan	-	200,000	-	-	-	200,000
Total	-	350,000	-	-	-	350,000

<b>Revenue Expenditure (from existing budgets)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Technology support & maintenance	-	12,000	64,500	64,500	64,500	205,500
Staff training & development – CS & ICT	5,000	30,000	-	-	-	35,000
Total	5,000	42,000	64,500	64,500	64,500	240,500

<b>Revenue Expenditure (additional required)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Benefits (£s)

<b>Benefits already attributed to existing PBB options (including ADM options)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Additional benefits that this improvement will enable</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Comments:

Technology expenditure is made up of ICT investment for a service management/asset management system including knowledge management. Also includes customer service investment in additional middleware or similar.

Revenue expenditure is made of annual support & maintenance for middleware solution (£12,000) plus 15% of technology investment (£52,500). The revenue expenditure will be met from existing revenue budgets.

This is an investment programme and would be subject to a secondary business case process.

### 4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit



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4.3 Qualitative

Benefit	Measurement	Estimated benefit
Staff more efficient	Performance measure to be defined	Can be forecast once performance measure is defined
Increased customer satisfaction & perception	Performance measure to be defined	Can be forecast once performance measure is defined
Staff morale increased	Performance measure to be defined	Can be forecast once performance measure is defined
Reduced longer term investment	Performance measure to be defined	Can be forecast once performance measure is defined

**5. Risks**

<ul style="list-style-type: none"> <li>• By not making improvements won't be able to improve or achieve efficiencies</li> <li>• Increased pressure on current resources.</li> <li>• Reputation could stay the same or get worse as customers' expectations are changing and we need to keep improving and changing to meet these expectations.</li> <li>• Arms length organisations could choose to do business elsewhere.</li> </ul>
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## Service Improvement

<b>Improvement</b>	Channel Optimisation	<b>ID</b>	CSP5
<b>Author</b>	Angela Doyle/ Aileen Reid / Sandra Massey/Ian Watt	<b>Version</b>	FINALx
<b>Approver</b>	Paul Fleming	<b>Date</b>	05-04-13

### 1. Description

#### **Background, Business Need & Objective**

Customer Service & Performance is continuing to work on shifting internal and external customer contact to alternative lower cost channels for example web, SMS, social media, mobile and handheld applications taking into account the different preferences of our customers and employees. This includes exploring the options and impact of this development on service cost, quality and access. Whilst some progress has been made in this area, the challenge is now to build on this infrastructure by joining up all customer contact channels more effectively, developing the underlying knowledge systems, utilising emerging technology and developing alternative approaches to ensure that the council can migrate services into the most efficient and cost-effective contact channel.

There is an understanding that different groups of people prefer different channels and whilst the drive is to reduce costs, there is recognition that there is a customer requirement for a variety of customer channels. Nevertheless, the preference is for services to be delivered from a digital platform as far as possible, helping customers to serve themselves but being available to assist when required, in return freeing up staff to be more responsive where required.

The aim is for customers to have choices in when and how they receive service leading to a better customer experience and reduced costs.

#### **Strategic Fit**

This improvement supports the smarter priorities of;

- “Smarter Mobility – Transport and ICT: promoting the transport links to and from the city which are sustainable. Maximising digital connectivity for the benefit of all people and the development of business in the city.

Priority: We will maximise digital connectivity to ensure equal opportunity of access to services for all people.

Outcome: The city is digitally connected to ensure equal opportunity of access to services for all people and to support business development.”

It delivers against one of the principles within the Corporate Governance service business plan, namely:

- “Customer Services Management – Consistent, high quality customer experience through a range of chosen access channels that are tailored to the needs of our different customer groups in order to embrace a council-wide customer service culture.”

#### **Stakeholders**

The key stakeholders for this service improvement include:

- Internal staff

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- External customers
- Elected members
- External bodies – Sport Aberdeen, Bon Accord Care
- Other Local Authorities – Aberdeenshire Council, Moray Council
- Other public sector bodies – NHS, Police, Fire & Rescue service

**2. Impacts**

Channel optimisation will have a positive impact on the organisation and external customers and partners. Positive impacts include; improved performance, reduced waiting times, enhanced reputation, increase in staff morale, reduced costs.

**3. Links to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
CSP5	<b>Channel Optimisation</b> – We will continue to work on shifting internal and external customer contact to alternative lower cost channels for example, web, SMS, social media, mobile and handheld applications taking into account the different preferences of our customers and employees.	X	X	X		X	X

Comments:

This improvement has a strong link to the customer service theme.

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## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

<b>Capital Expenditure</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Citizen Validation & authentication	-	100,000	-	-	-	100,000
Phone Self service, voice recognition	-	100,000	-	-	-	100,000
Automated SMS solution	-	25,000	-	-	-	25,000
Online Customer Assistance Tools	-	25,000	-	-	-	25,000
Web self service	-	35,000	-	-	-	35,000
<b>Total</b>	-	285,000	-	-	-	285,000

<b>Revenue Expenditure (from existing budgets)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1 Technology annual support and maintenance	-	-	42,750	42,750	42,750	128,250
<b>Total</b>	-	-	-	-	-	-

<b>Revenue Expenditure (additional required)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	-

#### Benefits (£s)

<b>Benefits already attributed to existing PBB options (including ADM options)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	-

<b>Additional benefits that this improvement will enable</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Customer Service – staff efficiencies	-	(40,000)	(40,000)	-	-	(80,000)
<b>Total</b>	-	(40,000)	(40,000)	-	-	(80,000)

#### Comments:

Technology expenditure is made up of customer service investment for self-service, online customer assistance tool, citizen authentication and validation, telephony self-service including voice recognition/natural voice and an SMS solution.

Revenue expenditure is made up of annual support & maintenance calculated as 15% of technology investment (£42,750). The revenue expenditure will be met from existing revenue budgets.

This is an investment programme and it is anticipated that by moving an increasing number of customers to lower cost channels will reduce costs to serve over time. Through implementation of new technology and by working effectively it is expected that savings can be made through natural wastage by investment in areas such as voice recognition and self-service. This is an investment programme and would be subject to a secondary business case process.

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Note – the ICT self-service element is accounted for under service improvement CSandP4 – channel optimisation.

### 4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit
Cost reduction	Number of transactions moved to cheaper channels	Can be forecast once measure is defined

### 4.3 Qualitative

Benefit	Measurement	Estimated benefit
Staff more efficient & time freed up	Performance measure to be defined	Can be forecast once measure is defined
Improved perception/reputation	Performance measure to be defined	Can be forecast once measure is defined
Improved customer satisfaction	Performance measure to be defined	Can be forecast once measure is defined
Avoidable contact reduction	Performance measure to be defined	Can be forecast once measure is defined

## 5. Risks

- If we don't move to cheaper channels it will cost more in the future to deliver services with a risk to staff jobs.
- Increased pressure on current resources.
- Customers not engaged and not willing to use self-service/alternative channels.
- Staff not engaged and don't encourage/promote use of alternative channels.
- Reliant on infrastructure and if alternative digital channels don't work then our reputation is at risk.

## Service Improvement

<b>Improvement</b>	City Wide Network Improvements	<b>ID</b>	CSP6
<b>Author</b>	Sandra Massey	<b>Version</b>	FINALx
<b>Approver</b>	Paul Fleming	<b>Date</b>	05-04-13

### **1. Description**

#### **Background:**

There is a continuing need to improve performance and resilience of the network across the city to ensure that it aligns with the business requirements and expectations.

#### **Current situation:**

The Council operates the majority of its business critical applications from a single data centre in Livingston, through a Managed Data Centre contract which runs to end of December 2015. Rollout of Virtual Desktop has recently been completed across the corporate estate, although the usage of this is not yet as high as intended.

All schools have local ICT infrastructure which is aged, end of life, difficult to support and due for refresh. A recent options appraisal exercise completed in January 2013 recommends a move to virtualisation of the schools ICT infrastructure to a centralised data centre.

Virtualisation has significant benefits to support efficiencies of administration of ICT infrastructure, but increases the reliance on network connectivity. Network connectivity between ACC sites has a number of single points of failure, which in a centralised virtualised environment increases the risk of system unavailability.

Availability of major council business applications is generally good, but there have been incidents where buildings have suffered outages due to network unavailability.

Login times to all areas of the network are cited as being between 2 – 30 minutes, with frequent complaints received of unacceptable login times.

#### **Business need**

- a resilient network that performs at a level that meets the needs of end users
- a consistent performance benchmark for network login and usage from any device, any where, any time

The business need and investment in respect of this improvement is for the whole council. The benefits will impact on productivity across the council.

#### **Objective**

To develop and implement a strategy that maximises the resilience and performance of the network therefore minimising non-productive time for end users and reducing the number of help desk calls to be resolved by IT

#### **Strategic fit**

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This improvement fits within Aberdeen - Smarter City, Smarter Mobility (Transport and ICT):

- We will maximise digital connectivity to ensure equal opportunity of access to services for people.
- We will maximise digital connectivity to promote and develop business growth in the city.

This improvement links to the Council's Corporate Asset Management Plan.

### **Timing**

Elements of this have already started by identification of key weaknesses in the ICT network Infrastructure and prioritisation within the ICT Asset Management Plan funded through the revenue rolling ICT Investment Programme. This project will run to December 2016 to include any potential data centre transition arrangements.

It is noted, however, that ICT Infrastructure generally has a short life cycle and there is a continuing need to improve and refresh its ICT infrastructure to take advantage of emerging technologies, where appropriate.

### **Stakeholders**

All users of Aberdeen City Council network – employees, Elected Members and members of the public for access to ACC Council applications.

## **2. Impacts**

### **Organisation**

No impact on management structures, roles, responsibilities and human resources required

### **Processes**

The strategic review of core ICT infrastructure may impact on Services business continuity processes.

### **People**

The main impacts of the improvements will be improved staff morale due to increased reliance and performance of network services. Appropriate training will be provided to support changes in technologies, in consultation with Employee Development.

### **Technology**

This improvement project will require installation and refresh of ICT infrastructure across the city. While doing so, Customer Service & Performance will require to work closely with colleagues in Asset Management taking into consideration any Property rationalisation.

This improvement project will also closely align with work being carried out through the Fibre City project, being managed by Enterprise, Planning & Infrastructure.

### **Other Corporate Governance Services, Council Services and stakeholders**

Improved resilience and availability of electronic Council services

### 3. Links to the six inclusive themes

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
CSP6	<b>City wide network improvements</b> – We will improve performance and resilience of the ICT network across the city to ensure that it aligns with the business requirements and expectations.	X			X	X	X

Comments:

Links to Customer Service by striving for improved availability and network login and performance which matches customer expectation.

Links to Staff development and Workforce planning through alignment of ICT Infrastructure to its workforce. There will be staff development opportunities within CS&P to upskill on up to date technologies.

Links to Performance measurement and good practice with improved availability measures and benchmarked login performance measures.

Links to vision, values and performance culture through maximisation of digital connectivity.



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Business Case

## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

<b>Capital Expenditure</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Data Centre Technologies	-	-	250,000	2,750,000	-	3,000,000
Server Virtualisation Infrastructure for ACC based server estate (within educational establishments)	180,000	-	-	-	-	180,000
Resiliency and Redundancy on Core Networks	150,000	300,000	300,000	-	-	750,000
Improved Network Bandwidth	-	200,000	200,000	-	-	400,000
Improve range of IP Telephony	-	300,000	200,000	-	-	500,000
<b>Total</b>	<b>330,000</b>	<b>800,000</b>	<b>950,000</b>	<b>2,750,000</b>	<b>-</b>	<b>4,830,000</b>

<b>Revenue Expenditure (from existing budgets)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Continue to implement Internal Wireless LAN across ACC properties	350,000	50,000	25,000	-	-	425,000
Implement Lync Edge Technologies	50,000	-	-	-	-	50,000
Server and Desktop Virtualisation – education	500,000	500,000	500,000	-	-	1,500,000
Kittybrewster Telephone Switch Replacement	100,000	-	-	-	-	100,000
Central Library Telephone Switch Replacement and Mastrick sites	-	150,000	-	-	-	150,000
Client Device refresh	100,000	-	-	-	-	100,000
Expand MDM for additional devices	-	50,000	-	-	-	50,000
Other ICT refresh/investment not yet itemised	-	350,000	575,000	1,100,000	1,100,000	3,125,000
<b>Total</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>5,500,000</b>

<b>Revenue Expenditure (additional required)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Benefits (£s)

<b>Benefits already attributed to existing PBB options (including ADM options)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>Additional benefits that this improvement will enable</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Comments:

Taken from ICT Asset Management Plan – and details for ICT Investment 2013/14

Not anticipating major direct financial benefits from these investments.

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This investment programme would be subject to a further business case.

4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit
Improved availability of networks	Detailed Application and Network Availability Measures	Unknown. Baselines at the detailed level are not available and will need to be measured.
Improved Login time	Actual login times	If anecdotal times are evidenced, then reduction in login times of 10 mins per user would provide an additional equivalent 90 fte days productive time across the organisation each day (not to mention the reduced energy consumption for all those cups of coffee alleged to be made during logon!)

4.3 Qualitative

Benefit	Measurement	Estimated benefit
Unproductive Time	Cost of loss of network connection at a single site for a period of more than 4 hours	£staff cost per every hour of unavailability, per fte.

**5. Risks**

Risk that ACC do not have the skills to develop and implement an effective network strategy.

With increased reliance on the use of ICT systems to perform day to day operations without investment in the network infrastructure across the city, the impact of the risk of unavailability of systems becomes higher.

ICT constantly changes. There is a risk that programme of works will need to be amended as circumstances, and technologies develop over time

## **Service Improvement**

<b>Improvement</b>	Enterprise Architecture	<b>ID</b>	CSP7
<b>Author</b>	David McDowell	<b>Version</b>	FINALx
<b>Approver</b>	Paul Fleming	<b>Date</b>	05-04-13

### **1. Description**

The effective management and exploitation of information through IT is a key to business success. Enterprise Architecture (EA) addresses this need, by providing a strategic context for the evolution of IT in response to the constantly changing needs of the business environment.

Furthermore, a good EA enables you to achieve the right balance between IT efficiency and business innovation. It allows individual business units to innovate safely to meet the changing needs of their business. At the same time, it assures the needs of the organization for an integrated IT strategy, permitting the closest possible synergy across the extended enterprise.

The technical advantages that result from good IT bring important business benefits, which are clearly visible in the bottom line.

#### **Current situation**

Over the last year we have been working with consultants, SOPRA, to develop our initial EA capability through the use of The Open Group Architecture Framework (TOGAF), a proven EA methodology and framework used by the world's leading organizations to improve business efficiency.

We have:

- developed our Architecture Principles and Governance Framework, through a series of workshops, involving representatives from all directorates;
- established an Enterprise Architecture Governance Board, which includes nominated Heads of Service from each Directorate, and meets on an 'as and when required' basis.

We are currently:

- working with all directorates, SOPRA and ATOS to develop our architecture vision;
- implementing an Architecture Change Request process;
- recruiting for the post of Enterprise Architect.

#### **Business need**

- To identify and communicate the optimal approach to delivering business strategy through a complimentary IT strategy and vice versa
- To develop a repository that contains the necessary current information that can be accessed as and when required by those who need it
- To increase the agility of our IT so that we are able to respond to and accommodate business innovation in a timely manner and vice versa
- To reduce the complexity of the IT landscape
- To reduce the cost of ownership of IT

## Corporate Governance Improvement Business Case

### **Objective**

Through the implementation of TOGAF, embed an EA culture in the Council, which allows us to meet our business needs and accrue the benefits of EA as we develop our capability maturity level.

### **Strategic fit**

This improvement fits with the following strategic outcomes:

- Taxpayer Outcomes
  - Best Value
  - Efficiency
  - Stewardship
- Authority
  - Smarter Governance

### **Timing**

Develop the capability maturity level of our EA process as follows:

2012/13 Level 1 – EA process underway

2013/14 Level 2 – EA process under development

2014/15 Level 3 – EA process defined

2015/16 Level 4 – EA process managed and measured

2016/17 Level 5 – EA process continually improving

### **Stakeholders**

The main stakeholders will be the decision makers within the Council.

As a result of decisions made, our IT will evolve in response to the constantly changing needs of the business environment and there will be many people across the whole Council who will be interested in or affected by EA. The detail of those stakeholders will be identified as specific projects develop.

## **2. Impacts**

As our capability maturity develops the potential direct impacts are:

### **Organisation**

- Out with the appointment of the Enterprise Architect, which is already agreed, it is not thought that there will be a requirement for any additional resources
- There may be a need for changes in roles and responsibilities as we implement TOGAF and develop our capability

### **Processes**

- The introduction of TOGAF, and associated best practice, will update existing processes and introduce new processes where there are gaps in our capability

### **People**

- Information, education and training of staff across the Council is essential and will be key to successfully embedding an EA culture in the Council and to the efficiency of the processes

### **Technology**

- Improvements in our technology that allow us to accrue the benefits of EA
- The procurement of an enterprise level EA tool that supports the implementation and development of our capability maturity, part of this tools function will be as a repository

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**Other Corporate Governance Services, Council Services and stakeholders**

- Involvement in TOGAF processes
- Information, education and training
- The benefits of good EA

**3. Links to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
CSP7	<b>Enterprise Architecture</b> – We will implement an enterprise architecture approach which provides a strategic context for the evolution of IT in response to the constantly changing needs of the business environment.	X	X	X	X	X	X

Comments:

1. Customer service – As our EA improves it follows that we will be able to provide improved customer service
2. Business intelligence – EA brings information and knowledge from across the Council in to one central repository
3. Business Process Review – The introduction of the TOGAF processes
4. Staff development and workforce planning – The provision of information, education and training
5. Performance measurement and good practice – As our capability maturity develops the introduction of performance measurement and good practice
6. Vision, values and performance culture – The alignment of business and IT strategies

Corporate Governance Improvement  
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## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

<b>Capital Expenditure</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	-

<b>Revenue Expenditure (from existing budgets)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Infrastructure (Hardware) *	6,000	0	0	0	0	6,000
Infrastructure (Software) +	7,766	1,480	1,480	1,480	1,480	13,686
Infrastructure (Support and Maintenance) *	2,010	2,092	1,632	1,632	1,632	8,998
Application Licences	30,000	0	0	0	0	30,000
Consultancy/Implementation/Training	7,500	0	0	0	0	7,500
Application Support and Maintenance	6,000	6,000	6,000	6,000	6,000	30,000
<b>Total</b>	59,276	9,572	9,112	9,112	9,112	96,184

<b>Revenue Expenditure (additional required)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	-

#### Benefits (£s)

<b>Benefits already attributed to existing PBB options (including ADM options)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	-

<b>Additional benefits that this improvement will enable</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Enterprise Architecture	-	(10,000)	(10,000)	-	-	(20,000)
Ongoing benefits	-	-	-	-	-	-
<b>Total</b>	-	(10,000)	(10,000)	-	-	(20,000)

#### Comments:

The costs listed above are estimates for a mid range enterprise level EA tool and it is intended that these will be met from the ICT revenue budget.

\* for 2 servers (based on the ATOS Managed Service)

+ for 2 server software licences (1x Windows 2012 Server based on Microsoft Enterprise Agreement and 1 x SQL Server)

EA is an enabler and any benefits would generally be attributed to a specific business innovation or IT efficiency project. However a mechanism could be worked out to calculate the accrual of benefits enabled by EA, this will be developed as our capability maturity develops.

The £20,000 benefit shown above will be allocated to the relevant budget as it is identified.

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The types of benefit that are accrued through good EA are as follows:

- A more efficient business operation
  - Lower business operation costs
  - More agile organization
  - Business capabilities shared across the organization
  - Lower change management costs
  - More flexible workforce
  - Improved business productivity
- A more efficient IT operation
  - Lower software development, support, and maintenance costs
  - Increased portability of applications
  - Improved interoperability and easier system and network management
  - Improved ability to address critical enterprise-wide issues like security
  - Easier upgrade and exchange of system components
- Better return on existing investment, reduced risk for future investment
  - Reduced complexity in the business and IT
  - Maximum return on investment in existing business and IT infrastructure
  - The flexibility to source IT solutions through the most appropriate delivery model
  - Reduced risk overall in new investments and their cost of ownership
- Improved procurement
  - Information for specifying requirements is more readily available
  - Requirements are aligned to the agreed architecture principles
  - Promotion of best value

### 4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit
See 4.1 Comments		

### 4.3 Qualitative

Benefit	Measurement	Estimated benefit
See 4.1 Comments		

## 5. Risks

Given the size and diversity of the Council, if we don't procure a suitable enterprise level EA tool, there is a threat that we won't be able to manage the necessary current information to be accessed as and when required by those who need it, which will negatively impact our ability to implement TOGAF and develop our EA capability.

**Appendix 3 – Service Improvements**

**Finance**



## Service Group Summary

<b>Service Group</b>	Finance	<b>Version</b>	FINALx
<b>Head of Service</b>	Barry Jenkins	<b>Date</b>	08-04-13

### **1. Head of Service Statement**

This programme fits with the Finance Vision and Business Plan.

The Finance Vision is:

Together we work as an effective and flexible team providing high quality financial information, advice and customer service in support of the council's goals

The Finance Business Plan sets out how the programme fits with the Smarter City agenda, Council's Five Year Plan. and Corporate Governance Business Plan.

### **2. Improvements mapped to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
Fin1	<b>Building a performance culture</b> – We will build a performance culture which will encompass recruitment, accommodation, mobile working, language skills, secondments, external support, flexible resourcing and deployment, talent management and succession planning through the workforce planning strategy.				X		X
Fin2	<b>Maximising business intelligence</b> – We will improve strategic business information, use data more effectively within the finance service to support the council as a whole, and develop linkages with HR, IT and procurement systems to develop integrated business information, and make processes more effective and efficient.		X				
Fin3	<b>Fostering innovation and developing best practice</b> – We will develop the cross-finance co-ordinated approach to benchmarking and performance management; identify opportunities to engage externally and explore best practice opportunities; develop creative and innovative solutions to improve performance from across Finance.					X	

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ID	Improvement	1	2	3	4	5	6
Fin4	<b>Driving process improvement and efficiencies</b> – We will co-ordinate process review effort across Finance and extending to Corporate Governance services - process improvement, identifying cost savings, effective and flexible working practices.			X			
Fin5	<b>Responding to customers</b> – We will continually improve service standards, consistency in service quality, and improved customer satisfaction across the organisation. This will lead to improvement in the customer service experience across every interface with the council ensuring quality of access.	X					
Fin6	<b>Strengthening technological solutions</b> – ICON system – We will implement a new bank reconciliation interface and system restart. Upgrading of cash receipting system. E-Financials Ledger – We will develop service income functionality and ongoing development of system. This would include the development of direct debit payments which would improve service income effectiveness.		X				
Fin7	<b>Embedding the Finance Framework</b> – We will embed the clear framework of financial leadership, accountability, systems and controls	X	X	X	X	X	X
Fin8	<b>Responding to legislative and organisational change</b> – The Finance service must be responsive to legislative changes, undertake pro-active analysis and support decision making and show financial leadership.	X	X	X	X	X	X

## Service Improvement

<b>Improvement</b>	Building a Performance Culture	<b>ID</b>	Fin1
<b>Author</b>	Garry Stevens	<b>Version</b>	FINALx
<b>Approver</b>	Barry Jenkins	<b>Date</b>	08/04/13

### **1. Description**

#### **Current situation**

Building a performance culture is embedded within the Finance Business Plan as a key Finance Service improvement and is focussing on three main areas headed up by members of the Finance Leadership Team:

- Implementing an effective workforce planning strategy across Finance
- A strong focus on Learning and Development
- Comprehensive implementation and embedding of a Performance Review and Development (PRD) Scheme

Particular emphasis will be placed on developing a performance culture which will recognise and reward behaviours reinforcing the vision to the Finance Team working as an effective and flexible team providing a high quality financial information, advice and customer service in support of the Council's goals.

#### **Business need**

It is important that we measure performance of our service to demonstrate the effectiveness of our services and our progress towards our goals, to focus our attention on what matters most to success and to see if our plans are working in practice. There is a need to have skilled finance staff who's behaviours are aligned with the vision of the organisation in order to add value to financial management across the council

#### **Objective**

Building of a Performance Culture will encompass recruitment, accommodation, mobile working, language skills, secondments, external support, flexible resourcing and deployment, talent management and succession planning through the workforce planning strategy.

Through Learning and Development, learning streams and qualifications available to Finance staff will be identified and measured by the number of staff undertaking qualifications. This will lead to the creation of an ACC Finance Academy. Cross Finance events will be held to share learning and knowledge, and work stream matrix approach to all Finance improvements will be linked to the CG Business Case Project.

Through Comprehensive implementation and embedding of a PR & D scheme this will ensure that all staff are part of the process and will strengthen PR & D approaches within Finance, and also recognise and reward excellent performance. Again particular emphasis will be given to building a Performance Culture across the Finance Team.

#### **Strategic fit**

Within the Finance Business Plan the approach Finance is taking in relation to building a performance culture supports the Council's priorities, and is being responsive to change as

## Corporate Governance Improvement Business Case

an integral part of the Council

### **Timing**

During 2013/14 the scope of work required is set out in the Finance Business Plan. It includes:

- Scope development work for 2013/14 and beyond and prepare a document of proposals encompassing recruitment, accommodation, mobile working, language skills, secondments, external support, flexible resourcing and deployment, talent management and succession planning.
- Identification of learning streams and qualifications available to Finance staff.
- Establish a programme of events including two annual cross-finance events to share learning and knowledge.
- Establish the work-stream matrix approach to all Finance improvements linked to the Corporate Governance Business Case project

### **Stakeholders**

All Finance Staff

CG Staff (particularly related to Finance – e.g. HR)

## **2. Impacts**

### **Organisation**

- No major impact on organisation in terms of Management Structure and roles, but staff with line management responsibility will be expected to be proactive in building a performance culture within their teams

### **Processes**

- Requirement to meet the corporate timetable for delivery of PR & D. Development of processes to identify learning streams and qualifications available to staff.

### **People**

- Training on PR & D to Managers now completed. Regular updates on changes to be given.

### **Technology**

- Your HR has been implemented for recording outcomes of PR & D meetings

### **Other Corporate Governance Services**

- Work with HR to implement a Finance Academy, which will focus on a range of opportunities for staff at all levels to gain skills in all aspects of finance.

### **Other Council Services**

- Should be positively impacted

### **Other stakeholders**

- Should be positively impacted

## **3. Links to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

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ID	Improvement	1	2	3	4	5	6
Fin1	<b>Building a performance culture</b> – We will build a performance culture which will encompass recruitment, accommodation, mobile working, language skills, secondments, external support, flexible resourcing and deployment, talent management and succession planning through the workforce planning strategy.				X		X

Comments:

#### 4. Costs and Benefits

##### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

##### Costs (£s)

Capital Expenditure	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

Revenue Expenditure (from existing budgets)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

Revenue Expenditure (additional required)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

##### Benefits (£s)

Benefits already attributed to existing PBB options (including ADM options)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

Additional benefits that this improvement will enable	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

Comments:

Main impact will be cost for any learning streams and qualifications identified and number of staff undertaking these. Such costs will be funded from existing budgets.

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4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit
Implementation of an effective workforce planning strategy across Finance	Scope development work for 2013/14 and beyond and prepare a document of proposals encompassing recruitment, accommodation, mobile working, language skills, secondments, external support, flexible resourcing and deployment, talent management and succession planning.	<ul style="list-style-type: none"> <li>• improve workforce productivity by promoting new and flexible ways of working and learning</li> <li>• improve workforce planning systems, capacity and capability</li> <li>• improve knowledge and information management</li> </ul>
Strong focus on Learning and Development leading to the creation of the ACC Finance Academy - this will be the focus of a range of opportunities for staff at all levels to gain skills in all aspects of finance	<p>Identification of learning streams and qualifications available to Finance staff. Establish number of staff currently undertaking qualifications and prepare programme/procedures for new staff.</p> <p>Establish a programme of events including two annual cross-finance events to share learning and knowledge.</p> <p>Establish the work-stream matrix approach to all Finance improvements linked to the Corporate Governance Business Case project.</p>	Will improve the performance of individuals within Finance, and develop knowledge across all areas of the Service
Comprehensive implementation and embedding of Performance, Review and Development Scheme	<p>All staff are part of PR&amp;D in accordance with corporate timetable.</p> <p>Strengthen PR&amp;D approaches as part of Corporate Governance group</p>	Strengthen objectives and competency at PR & D

4.3 Qualitative

Benefit	Measurement	Estimated benefit
More skilled and professional workforce	Training undertaken, review of work via 1-2-1, PR & D meeting and Team meetings	A well motivated, trained and efficient workforce

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Business Case

**5. Risks**

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## Service Improvement

<b>Improvement</b>	Maximising Business Intelligence	<b>ID</b>	Fin2
<b>Author</b>	Garry Stevens	<b>Version</b>	FINALx
<b>Approver</b>	Barry Jenkins	<b>Date</b>	08/04/13

### **1. Description**

#### **Current situation**

Within Finance work is well underway in looking at how technology can improve strategic business information, use data more effectively within the Finance Service to support the Council as a whole, and develop linkages with HR, IT and Procurement systems to develop integrated business information, and make processes more effective and efficient.

#### **Business need**

- Establishing financial business intelligence needs
- Developing the use of information and technology to support those needs-ensuring streamlined business processes support data production
- Sustainability of existing technologies and the exploration of emerging technologies and potential investments in technology
- Reviewing our use of technology
- Mechanisms for supporting and developing business intelligence

#### **Objective**

- Implement measures to improve strategic business information
- Use data more effectively within the Finance service
- Develop linkages with HR, IT and procurement systems to develop integrated business information.

#### **Strategic fit**

By Maximising Business Intelligence the Council would benefit from improved management information on all aspects of Corporate Governance. This enhanced business intelligence would support effective decision making across the council.

#### **Timing**

During the course of 2013/14 the following will be undertaken as set out in the Finance Business Plan:

- Develop a project plan and report to scope the range of measures to be considered
- Develop financial modelling through new use of technology linked to 5 year plans
- Identify innovative methods of financing
- Establish working group to bring staff with technology related roles together in Finance
- Review financial data availability in order to develop the Finance microsite linked to the zone
- Investigate extending zone information for Finance employees to provide searchable staff database giving role information
- Continue to strengthen the use of business objects and fully implement dashboarding technology



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**Stakeholders**

- Planning and Projects team
- Accounting staff
- The council and all council services
- External customers
- External partners

**2. Impacts**

**Organisation**

- This may change some of the roles and responsibilities of Accounting and Finance

**Processes**

- Some processes have already changed from work already undertaken. Some further change to processes within Finance may take place as Business Intelligence is developed.

**People**

- Further development of Business Intelligence will require training of relevant Finance staff and other Council staff i.e. Budget Holders

**Technology**

- Current work has seen the implementation of the Business Objects Tool, and Excelsius dashboarding tool. Further links to Business Intelligence Project required

**Other Corporate Governance Services**

- Jointly responsible/accountable for effective delivery of improved Business Intelligence

**Other Council Services**

- Jointly responsible/accountable for effective delivery of improved Business Intelligence

**Other stakeholders**

Should be positively impacted

**3. Links to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
Fin2	<b>Maximising business intelligence</b> – We will improve strategic business information, use data more effectively within the finance service to support the council as a whole, and develop linkages with HR, IT and procurement systems to develop integrated business information, and make processes more effective and efficient.		X				

Comments:

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## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

Capital Expenditure	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

Revenue Expenditure (from existing budgets)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

Revenue Expenditure (additional required)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Benefits (£s)

Benefits already attributed to existing PBB options (including ADM options)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

Additional benefits that this improvement will enable	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Comments:

Any requirement for investment is shown under service improvement Fin4.

### 4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit
Implement measures to improve strategic business information	<ul style="list-style-type: none"> <li>• Develop a project plan and report to scope the range of measures to be considered</li> <li>• Develop financial modelling through new use of technology linked to 5 year plans</li> <li>• Identify innovative methods of financing</li> </ul>	The right decisions can be made backed by good quality and timely data so that management information drives improvement across the council.

Corporate Governance Improvement  
Business Case

Benefit	Measurement	Estimated benefit
Use data more effectively within the Finance service	<ul style="list-style-type: none"> <li>• Establish working group to bring staff with technology related roles together in Finance</li> <li>• Review financial data availability in order to develop the Finance microsite linked to the zone</li> <li>• Investigate extending zone information for Finance employees to provide searchable staff database giving role information</li> <li>• Continue to strengthen the use of business objects and fully implement dashboarding technology</li> </ul>	Enable the organisation to maximise return on investment in systems by exploiting data about our customers, service users, employees and business functions to fuel business intelligence and drive service improvements.
Develop linkages with HR, IT and procurement systems to develop integrated business information	Link with Corporate Governance Business Intelligence Workstream	

#### 4.3 Qualitative

Benefit	Measurement	Estimated benefit
Improved service to customers	Improved customer satisfaction with reports/support time/advice	Increased customer satisfaction

### 5. Risks

E-Financials continues to be the Corporate Finance system, strengthen links to feeder systems, E-Financials, Business Objects and other systems continue to be supported
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## Service Improvement

<b>Improvement</b>	Fostering Innovation and Developing Best Practice	<b>ID</b>	Fin3
<b>Author</b>	Garry Stevens	<b>Version</b>	FINALx
<b>Approver</b>	Barry Jenkins	<b>Date</b>	08/04/13

### **1. Description**

#### **Current situation**

Fostering Innovation and Best Practice is a key theme within the Finance Business Plan document, has been embraced in many areas of the service.

#### **Business need**

Harness and extend good practice and innovation to raise good standards of customer service as a core organisational behaviour and expectation.

#### **Objective**

- Developing the cross-Finance co-ordinated approach to benchmarking and performance management
- Identify opportunities to engage externally and explore best practice opportunities
- Developing creative and innovative solutions to improve performance from across Finance

#### **Strategic fit**

The identification and implementation of best-practice approaches to facilitate the required outcomes and the delivery of a commercially competitive service.

#### **Timing**

During 2013/14 the following will be undertaken as set out in the Finance Business Plan;

- Establish a working group from across Finance to plan, analyse and prepare Financial response to performance management – internal and external
- Consider opportunities to benchmark Finance Services with others –e.g. Cipfa benchmarking clubs
- Report on performance measures for Finance
- Analyse Solace PI's and identify where improvements in data gathering and analysis is needed
- Engage with other local authorities on benchmarking opportunities
- Implement new Accounting hierarchy to support SerCOP reporting requirements and development of LFR, POBE, WGA production
- Review 2012/13 public reporting to identify further improvements.

#### **Stakeholders**

- All Finance Staff
- Corporate Performance Team
- ICT Teams
- Accounting Team
- Corporate Performance Team

Corporate Governance Improvement  
Business Case

- Other Local Authorities

## 2. Impacts

### Organisation

- This may change some of the roles and responsibilities of Finance Staff

### Processes

- Some processes may change as a result of developing best practice and innovation

### People

- Some training may be required for Finance Staff and Staff across the Council

### Technology

- This will link in to the Business Intelligence project

### Other Corporate Governance Services

- Jointly responsible for fostering and developing best practice

### Other Council Services

- Jointly responsible for fostering and developing best practice

### Other stakeholders

- Should be positively impacted

## 3. Links to the six inclusive themes

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
Fin3	<b>Fostering innovation and developing best practice</b> – We will develop the cross-finance co-ordinated approach to benchmarking and performance management; identify opportunities to engage externally and explore best practice opportunities; develop creative and innovative solutions to improve performance from across Finance.					X	

Comments:

Corporate Governance Improvement  
Business Case

## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

Capital Expenditure	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

Revenue Expenditure (from existing budgets)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

Revenue Expenditure (additional required)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Benefits (£s)

Benefits already attributed to existing PBB options (including ADM options)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

Additional benefits that this improvement will enable	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Comments:

Any costs would be from existing budget and realignment of resources.

### 4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit
Identify opportunities to engage externally and explore best practice opportunities	<ul style="list-style-type: none"> <li>• Analyse Solace PI's and identify where improvements in data gathering and analysis is needed</li> <li>• Engage with other local authorities on benchmarking opportunities</li> <li>• Implement new Accounting hierarchy to support SerCOP reporting requirements</li> </ul>	Strengthen opportunities to share good practice with other organisations. – effective comparable measures of cost and quality

Corporate Governance Improvement  
Business Case

Benefit	Measurement	Estimated benefit
	<p>and development of LFR, POBE, WGA production</p> <ul style="list-style-type: none"> <li>Review 2012/13 public reporting to identify further improvements.</li> </ul>	
Developing creative and innovative solutions to improve performance from across Finance	<ul style="list-style-type: none"> <li>Review improvement suggestions from staff ('Valerie's Challenge' ideas) and agree ownership of idea to complete detailed review and implementation actions</li> <li>Feedback to Finance staff on progress in implementing improvements</li> </ul>	Increased opportunities to implement stronger programme of improvements through wide consultation and feedback Increased staff motivation due to their contributions being supported and implemented

4.3 Qualitative

Benefit	Measurement	Estimated benefit
Development of a cross-Finance co-ordinated approach to benchmarking and performance management	<ul style="list-style-type: none"> <li>Establish a working group from across Finance to plan, analyse and prepare Financial response to performance management – internal and external</li> <li>Consider opportunities to benchmark Finance Services with others – e.g. CIPFA benchmarking clubs</li> <li>Report on performance measures for Finance</li> </ul>	Makes service providers more accountable, and allows measurement of progress while improving performance

**5. Risks**

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## Service Improvement

<b>Improvement</b>	Driving Process Improvement and Efficiencies	<b>ID</b>	Fin4
<b>Author</b>	Garry Stevens	<b>Version</b>	FINALx
<b>Approver</b>	Barry Jenkins	<b>Date</b>	08/04/2013

### **1. Description**

#### **Current situation**

- The Finance Service in setting out its vision and plan is clear that we are in the midst of on-going transformation and improvement and significant progress has been made so far in driving process improvements and efficiencies through projects such as Business Objects development and automation within Accounts Payable.

#### **Business need**

- Undertaking business process review work that looks more consistently at the full end-to-end process rather than being bound by team roles within the Finance Service, challenging these processes compared with best practice, efficiency and effective controls. Cost investments are detailed under cost benefits section.

#### **Objective**

- Co-ordination of process review effort across Finance and extending to Corporate Governance Services - process improvement, identifying cost savings, effective and flexible working practices. We can review further fundamental business processes across the service.

#### **Strategic fit**

- The new approaches will build on strengthening the work we are doing to deliver our core services as set out in the Finance Business Plan

#### **Timing**

During the course of 2013/14 the following will be undertaken as set out in the Finance Business Plan:

- Co-ordination of process review effort across Finance and building on learning experiences strengthening business processes in a number of areas of Finance building on work underway – e.g. billing and collection, debt, income management, reporting and monitoring, accounting links, paperless office processes.
- Strengthening of processes between finance and the council services.
- Develop opportunities to drive improvement and efficiency by the flexible use of team resources across finance and corporate governance

#### **Stakeholders**

- All Finance Staff
- All Council Services

### **2. Impacts**

#### **Organisation**



Corporate Governance Improvement  
Business Case

- This may change some of the roles and responsibilities of Finance Staff
- Processes**
- Some processes may change as a result of driving Process Improvement and Efficiencies.
- People**
- Some training may be required for Finance Staff and Staff across the Council
- Technology**
- Current work has seen the implementation of the Business Objects Tool, and Excelsius dashboarding tool. Further links to Business Intelligence Project required. Introduction of OCR in Accounts Payable, further links to DB Capture/Infosmart required
- Other Corporate Governance Services**
- Jointly responsible/accountable for effective delivery of Process Improvement and Efficiencies
- Other Council Services**
- Jointly responsible/accountable for effective delivery of Process Improvement and Efficiencies
- Other stakeholders**
- Should be positively impacted.

**3. Links to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
Fin4	<b>Driving process improvement and efficiencies</b> – We will co-ordinate process review effort across Finance and extending to Corporate Governance services - process improvement, identifying cost savings, effective and flexible working practices.			X			

Comments:

Corporate Governance Improvement  
Business Case

## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£)

<b>Capital Expenditure</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Council tax and benefit letter matching	-	50,000	-	-	-	50,000
Single place to update financial data / use of middleware	20,000	-	-	-	-	20,000
eForms/electronic document management	-	60,000	-	-	-	60,000
Supplier portal for self service	10,000	-	-	-	-	10,000
eInvoices module	30,000	-	-	-	-	30,000
<b>Total</b>	<b>60,000</b>	<b>110,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>170,000</b>

<b>Revenue Expenditure (from existing budgets)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>Revenue Expenditure (additional required)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Benefits (£)

<b>Benefits already attributed to existing PBB options (including ADM options)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Ongoing benefits	-	-	-	-	-	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>Additional benefits that this improvement will enable</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Staff efficiencies	-	(35,000)	(42,000)	-	-	(77,000)
<b>Total</b>	<b>-</b>	<b>(35,000)</b>	<b>(42,000)</b>	<b>-</b>	<b>-</b>	<b>(77,000)</b>

#### Comments:

Any new software and licence requirements resulting from capital expenditure has not yet been fully established but it is expected that such costs would be covered from existing budget.

### 4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit

Corporate Governance Improvement  
Business Case

4.3 Qualitative

Benefit	Measurement	Estimated benefit
Co-ordination of process review effort across Finance and building on learning experiences strengthening business processes in a number of areas of Finance building on work underway – e.g. billing and collection, debt, income management, reporting and monitoring, accounting links, paperless office processes.	<ul style="list-style-type: none"> <li>• Scope development work for 2013 and prepare a document of proposals.</li> <li>• Report on Year End review completion.</li> <li>• Report on Income Management/Bank Rec Review.</li> </ul>	1) Achievement of £77k efficiency savings through disestablishing posts Measurement - £ saving 2) Redirect further resource to value added tasks Measure FTEs value added tasks: total tasks 3) More effective financial management of £540m of public money – Range of KPIs of financial good practice
Strengthening of processes between finance and council services	<ul style="list-style-type: none"> <li>• Scope development of work for 2013</li> </ul>	Delivery of streamlined business process
Develop opportunities to drive improvements and efficiency by the flexible use of team resources across finance and corporate governance	<ul style="list-style-type: none"> <li>• Scope development work for 2013</li> </ul>	Delivery of streamlined business processes

**5. Risks**

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## Service Improvement

<b>Improvement</b>	Responding to Customers	<b>ID</b>	Fin5
<b>Author</b>	Garry Stevens	<b>Version</b>	FINALx
<b>Approver</b>	Barry Jenkins	<b>Date</b>	08/04/13

### **1. Description**

#### **Current situation**

In all Finance Plans we have recognised the role of our customers (both internal and external to the Council) and ensure that we are continuing to get their views on how well our services reflect their need.

#### **Business need**

The challenge of responding effectively to our customers is a strong theme for Finance and also for Corporate Governance and the Council as a whole. There will be continued emphasis on this through the implementation of the Corporate Governance Business plan.

#### **Objective**

To continually improve service standards, consistency in service quality, and improved customer satisfaction across the organisation. This will lead to improvement in the customer service experience across every interface with the Council ensuring quality of access.

#### **Strategic fit**

In recognising the role of our customers, Finance will be responsive to the flexible and changing needs of the Council as a whole, meeting the expectations of our customers and improving service delivery i.e. enhanced billing and collection for Council Tax, improved Customer Relationship Management.

#### **Timing**

During 2013/14 the following will be undertaken as set out in the Finance Business Plan:

- Customer awareness measures and service e.g. Finance Open Day, customer standards/good practice
- Customer satisfaction measurement (using range of measures and performance indicators relevant to our customers)
- Develop service standards and feedback mechanisms on those standards including service level agreements

#### **Stakeholders**

- Finance Leadership Team
- All Finance staff
- All Finance customers

### **2. Impacts**

#### **Organisation**

- This may change some of the roles and responsibilities of Finance Staff

#### **Processes**

Corporate Governance Improvement  
Business Case

- Some processes may change as a result of responding to customer needs.
- People**
- Some training may be required for Finance Staff and Staff across the Council, e.g. customer service skills training.
- Technology**
- New technology may be introduced to meet the challenge of responding to our customers in order to be flexible, and enhance the delivery of our services.
- Other Corporate Governance Services**
- Jointly responsible for responding to customer needs.
- Other Council Services**
- Jointly responsible for responding to customer needs.
- Other stakeholders**
- Should be positively impacted.

**3. Links to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
Fin5	<b>Responding to customers</b> – We will continually improve service standards, consistency in service quality, and improved customer satisfaction across the organisation. This will lead to improvement in the customer service experience across every interface with the council ensuring quality of access.	X					

Comments:

Corporate Governance Improvement  
Business Case

**4. Costs and Benefits**

4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

Costs (£s)

<b>Capital Expenditure</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (from existing budgets)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (additional required)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

Benefits (£s)

<b>Benefits already attributed to existing PBB options (including ADM options)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Additional benefits that this improvement will enable</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

Comments: Use of existing resources – staff time and existing budgeted expenditure for materials etc.

4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit

4.3 Qualitative

Benefit	Measurement	Estimated benefit
Customer satisfaction measurement (using range of measures and performance indicators relevant to our customers)	<ul style="list-style-type: none"> <li>Review available methods which are available to measure customer satisfaction for Finance and recommend approach</li> <li>Undertake customer</li> </ul>	Through working with customers we will develop meaningful qualitative benefits that we can measure. For example customer satisfaction surveys can be like panning

Corporate Governance Improvement  
Business Case

Benefit	Measurement	Estimated benefit
	satisfaction review <ul style="list-style-type: none"> <li>• Analyse results</li> </ul>	for gold, you have to be patient to sieve through a lot to get the odd nugget of really useful feedback.
Customer awareness measures and service e.g. Finance Open Day, customer standards/good practice	<ul style="list-style-type: none"> <li>• Start a cross-service working group for responding to customers.</li> <li>• Review current customer awareness/ satisfaction measures and recommend initial improvements</li> <li>• Review current service standards and recommend initial improvements.</li> <li>• Launch customer awareness events</li> </ul>	Will lead to an improvement in service standards focussing on what our customers expect, delivered in a consistent way across the organisation

**5. Risks**

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## Service Improvement

<b>Improvement</b>	Strengthening Technological Solutions	<b>ID</b>	Fin6
<b>Author</b>	Garry Stevens	<b>Version</b>	FINALx
<b>Approver</b>	Barry Jenkins	<b>Date</b>	08/04/13

### **1. Description**

#### **Current situation**

The Finance service supports the Council's financial management through a range of technological solutions – primarily based around:

- the eFinancials finance system with supporting tools such as Business Objects reporting and collaborative planning forecasting.
- The ICON cash receipting and bank reconciliation system
- Academy revenues and benefits system
- Northgate NDR business rates system
- There are a total of 41 supporting systems for the various financial aspects for the council including pensions, financial services and insurance. These interface with a wide range of service systems that supply feeder information such as job costs and care packages.

#### **Business need**

Continuous upgrade of all our Council Finance supporting systems.

#### **Objective**

- ICON System – Implementation of new bank reconciliation interface and system restart. Upgrading of cash receipting system.
- E-Financials Ledger – Development of service income functionality and ongoing development of system. This would include the development of direct debit payments which would improve service income effectiveness.

#### **Strategic fit**

The Finance Service needs to ensure that strong financial controls and effective transaction processing is in place, and that reporting and planning across the organisation is of a high quality.

#### **Timing**

During the course of 2013/14 the following will be undertaken as set out in the Finance Business Plan:

- Bank reconciliation restart and continued development of bank reconciliation processes
- Cash receipting new system, processes and roles implementation
- E-Financials on-going development

#### **Stakeholders**

- ICON
- Accounting – Corporate Governance
- Reporting and Monitoring



## Corporate Governance Improvement Business Case

- Bank Reconciliations
- Revenues and Benefits – income collection and recovery
- Customer Service and Performance
- All Council Services
- E-Financials
- Accounting – reporting and monitoring
- Financial Services

### **2. Impacts**

#### **Organisation**

- This may change some of the roles and responsibilities of Accounting and Finance

#### **Processes**

- This has already changed and may further change some of the processes of Accounting and Finance e.g. bank reconciliations, cash receipting.

#### **People**

- Development of core financial systems will require training for Accounting staff, Finance staff, and other budget holders across the Council.

#### **Technology**

- New bank reconciliation interface and system restart for ICON, ongoing development of E-Financials ledger income functionality, and the system as a whole.

#### **Other Corporate Governance Services**

- Jointly responsible/accountable for strengthening the technological solutions.

#### **Other Council Services**

- Jointly responsible/accountable for strengthening the technological solutions.

#### **Other stakeholders**

- Should be positively impacted

### **3. Links to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
Fin6	<b>Strengthening technological solutions</b> – ICON system – We will implement a new bank reconciliation interface and system restart. Upgrading of cash receipting system. E-Financials Ledger – We will develop service income functionality and ongoing development of system. This would include the development of direct debit payments which would improve service income effectiveness.		X				

Corporate Governance Improvement  
Business Case

Comments:  
The platform for business intelligence is vital to the availability and access to the relevant data to inform decision making.

#### 4. Costs and Benefits

##### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

##### Costs (£s)

Capital Expenditure	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

Revenue Expenditure (from existing budgets)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

Revenue Expenditure (additional required)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

##### Benefits (£s)

Benefits already attributed to existing PBB options (including ADM options)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

Additional benefits that this improvement will enable	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-

Comments:  
There are existing budgets for software upgrades, any requirement for investment is detailed in improvement Fin4

##### 4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit

##### 4.3 Qualitative

Benefit	Measurement	Estimated benefit
Bank reconciliation restart and continued development of bank reconciliation processes	<ul style="list-style-type: none"> <li>• Effective new interface goes live</li> <li>• Restart of system</li> </ul>	To speak to Improvement leads

Corporate Governance Improvement  
Business Case

Benefit	Measurement	Estimated benefit
Cash receipting new system, processes and roles implementation	<ul style="list-style-type: none"> <li>• Scope cash receipting project and PID</li> <li>• Completion of phases 1 and 2</li> <li>• Project completion</li> </ul>	To speak to Improvement leads
E-Financials on-going development	<ul style="list-style-type: none"> <li>• Scope development work for 2013 including direct debit implementation, ledger maintenance, procedures, links to Accounts Payable processes</li> </ul>	Improved debt collection performance measurement, outstanding debt profile.

**5. Risks**

No significant change to Council Financial systems, continue to strengthen links to other feeder systems, council financial systems continue to be supported.
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## Service Improvement

<b>Improvement</b>	Embedding the Finance Framework	<b>ID</b>	Fin7
<b>Author</b>	Carol Smith	<b>Version</b>	FINALx
<b>Approver</b>	Barry Jenkins	<b>Date</b>	08/04/13

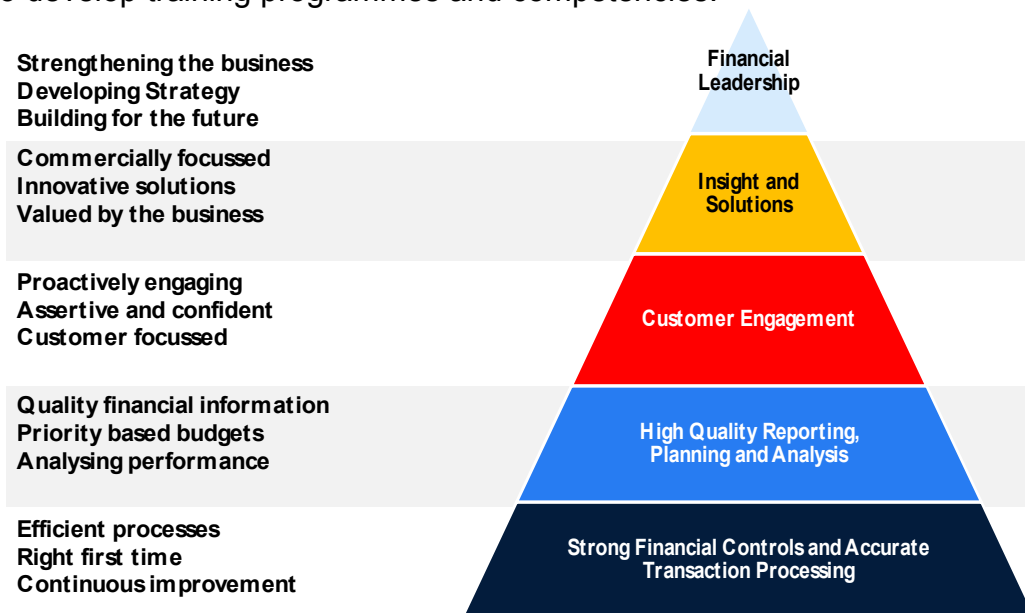
### 1. Description

#### Current situation

The Finance Framework has been established at the high level setting out roles and responsibilities for Finance and Budget Holders. It links to the Finance Portal and new suite of reports. Key budget holders have received an initial briefing and interactive training; the reports for these budget holders are rolled out.

#### Business need

There is a need to roll out to all budget holders and to continue to strengthen learning and all our finance processes – leadership, decision making, customer engagement, reporting, monitoring, budget setting and transaction processes and controls. There is a need to continue to develop training programmes and competencies.



6

#### Objective

A clear framework of financial leadership, accountability, systems and controls

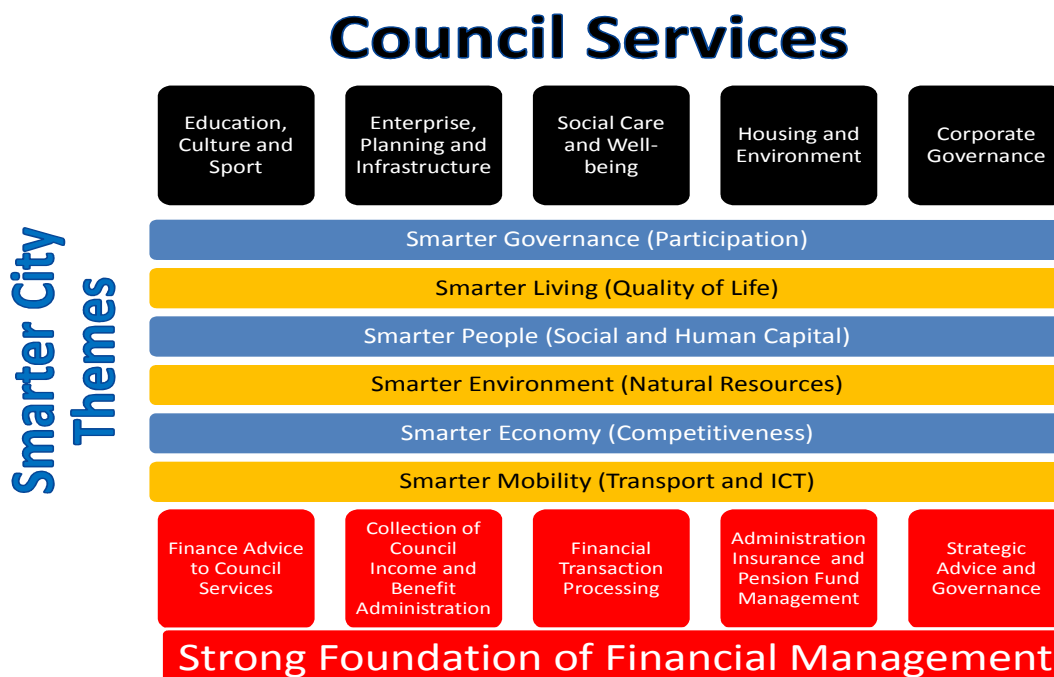
- Financial policies that reinforce financial sustainability and support strategic decision making and performance management
- Financial strategies that support a culture of innovation and improvement, balancing control and flexibility
- Financial competencies being diffused throughout the organisation
- Our stakeholders have confidence in our financial integrity and we provide customers a value added service

Leading to good financial management in the council

## Corporate Governance Improvement Business Case

### Strategic fit

In the Finance Business Plan the role of Finance in supporting the Council is set out:



### Timing

The focus of the next improvement steps is 2013/14 – further training development, roll out of induction, further ongoing tasks will follow in the future. These are set out in the Finance Business Plan.

### Stakeholders (various roles)

- Accounting Leadership Team
- Accounting staff
- All Finance staff
- CG staff (particularly related to finance – e.g. payroll)
- Budget holders
- Council, council customers and partners.
- All council services

## 2. Impacts

### Organisation

- this may change some of the roles and responsibilities of Accounting and Finance

### Processes

- this has already changed and may further change some of the processes of Accounting and Finance e.g. reporting and monitoring cycle; ledger maintenance

### People

- the implementation has required training of accounting staff and training for other budget holders and finance staff.

### Technology

- this has resulted in the implementation of the Business Objects tool and partial

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implementation of the Excelsius dash boarding tool. Further links to ongoing BI project required.

**Other Corporate Governance Services**

- Jointly responsible/accountable for effective delivery of framework competencies/standards

**Other Council Services**

- Jointly responsible/accountable for effective delivery of framework competencies/standards

**Other stakeholders**

- Should be positively impacted (see objectives above)

**2. Links to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
Fin7	<b>Embedding the Finance Framework</b> – We will embed the clear framework of financial leadership, accountability, systems and controls	X	X	X	X	X	X

Comments:

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## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

<b>Capital Expenditure</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (from existing budgets)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (additional required)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Benefits (£s)

<b>Benefits already attributed to existing PBB options (including ADM options)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Additional benefits that this improvement will enable</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Comments:

There will be some impact of previous Business Objects purchase and benefits resulting from this – this was the subject of a previous business case. Main impact was redirection of resource. Any new purchase to extend licences would require be costing and funding from existing budget. May need to engage consultancy for staff development and from eFin supplier, but these would be met from existing budgets.

### 4.2 Quantitative (Non-Financial)

<b>Benefit</b>	<b>Measurement</b>	<b>Estimated benefit</b>
Redirect 3.3 FTEs to value added tasks	FTEs value added tasks: total tasks	Improvement of 3.3 FTEs
More effective management of £450m of public money	Forecast to out turn variance and in year variance movement	Maximum % variance
Improved management information	Management information reports automatically available	Increased number of additional reports

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4.3 Qualitative

Benefit	Measurement	Estimated benefit
More skilled and professional workforce	Training undertaken; competencies through review of work 1-1s; budget minutes; PR&D	Strengthen objectives and competency at PR&D
Improved service to customers	Increased customer satisfaction with reports/support time/advice	Increased customer satisfaction

**5. Risks**

E Financials continues to be the corporate finance system, continue to strengthen links to other feeder systems, eFinancials/business objects continues to be supported.



## Service Improvement

<b>Improvement</b>	Responding to Legislative and Organisational Change	<b>ID</b>	Fin8
<b>Author</b>	Garry Stevens	<b>Version</b>	FINALx
<b>Approver</b>	Barry Jenkins	<b>Date</b>	08/04/13

### **1. Description**

#### **Current situation**

The Finance Business Plan outlines the work currently underway to respond to legislative changes imposed on Local Authorities from Central and Scottish Governments. An example being the introduction of the Welfare Reform Act.

#### **Business need**

The Finance Service must be responsive to legislative changes, undertake pro-active analysis and support decision making and show Financial Leadership.

#### **Objective**

The Finance Service must be in a position to respond to a range of changing legislation for example Welfare Reform, with some as yet unknown implications.

#### **Strategic fit**

In the Finance Business plan the role of Finance in supporting the Council is set out. This ensures that the Service is able to respond to legislative change imposed on the Council in order to deliver its statutory duties.

#### **Timing**

During the course of 2013/14 the following will be undertaken as set out in the Finance Business Plan:

- Responding to a range of changing legislation in relation to Welfare Reform and also other legislative changes.

There is also an ongoing need to respond to legislative change throughout the 5 year business plan.

#### **Stakeholders**

- The Council
- Revenues and Benefits Service Managers
- Revenues and Benefits staff
- Housing Service
- Registered Social Landlords
- Customers
- Social Care and Wellbeing
- DWP
- Accountancy
- Community Planning
- Welfare Rights

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- Third Sector

## 2. Impacts

### Organisation

- It will impact on staff within some Council Services e.g. Revenues and Benefits, Social Care and Wellbeing

### Processes

- Some processes will change as a result of introduction/changes in legislation e.g. Welfare Reform.

### People

- Staff will be required to be trained up to implement and understand the new or amended legislation

### Technology

- Revenues and Benefits systems will have to be amended/upgraded to meet the requirements of implementing/amending new legislation e.g. Calculation of Benefits following the introduction of the Welfare Reform Act

### Other Corporate Governance Services

- Jointly responsible/accountable for responding to Legislative and Organisational change

### Other Council Services

- Jointly responsible/accountable for responding to Legislative and Organisational change

### Other stakeholders

- Impact on other stakeholders to respond to Legislative and Organisational change.

## 3. Links to the six inclusive themes

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
Fin8	<b>Responding to legislative and organisational change</b> – The Finance service must be responsive to legislative changes, undertake pro-active analysis and support decision making and show financial leadership.	X	X	X	X	X	X

Comments:

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## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

<b>Capital Expenditure</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (from existing budgets)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (additional required)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Benefits (£s)

<b>Benefits already attributed to existing PBB options (including ADM options)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Additional benefits that this improvement will enable</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Comments:

The cost of welfare reform is a responsibility that the Council may wish to consider in future years as the impact on the residents of Aberdeen is more clearly understood. At present the revenue budget has been increased by nearly £400k to support the administration of the Scottish Welfare Fund. Scottish Government has provided £899k of grant that the council will disperse to individuals meeting the criteria of the scheme.

### 4.2 Quantitative (Non-Financial)

<b>Benefit</b>	<b>Measurement</b>	<b>Estimated benefit</b>
Respond to new Council Tax/Business Rates Legislation	Respond to new Council Tax Legislation.	Preparatory work for new legislation will ensure that any financial or reputational risks are managed.
	Respond to new Business Rates Legislation e.g. BRIS/BIDs.	Understanding of BRIS scheme will enable appropriate financial plans to be put in place.

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Benefit	Measurement	Estimated benefit
	Implement new Council Tax Reduction Scheme	
Support the implementation of Welfare Reform	<p>Implement Under Occupancy</p> <p>Implement Benefit Capping Receive DWP guidance on capping and await implementation date</p> <p>Scottish Welfare Fund</p> <p>Process review and improvement</p> <p>Universal credit Migration plan for Aberdeen City received from DWP</p>	Preparatory work for the Scottish Welfare Fund will ensure that any financial or reputational risks are managed.
Support the implementation of other legislation and organisational change that impacts on Finance.	<p>Continue to support plans for Health and Social Care integration</p> <p>Continue to support plans for Self Directed Support</p> <p>Continue to support plans for the Local Authority Trading Company</p>	Structural decisions made by the council will potentially have significant qualitative and non qualitative benefits beyond corporate governance that can only be realised by appropriate preparation

#### 4.3 Qualitative

Benefit	Measurement	Estimated benefit

### 5. Risks

There are potentially significant financial and reputational risks if the council fails to maintain compliance with legislative changes. Specifically in relation to Welfare Reform it is not yet fully clear what the impact on the citizens of Aberdeen will be but the Finance Team will ensure that they are appropriately organised to manage the council's statutory requirements.

**Appendix 3 – Service Improvements**

**Human Resources and Organisational Development**

## Service Group Summary

<b>Service Group</b>	HR & Organisational Development	<b>Version</b>	FINALx
<b>Head of Service</b>	Ewan Sutherland	<b>Date</b>	04-04-13

### **1. Head of Service Statement**

The HR&OD service over the last 2 years has taken a number of significant steps to transform from its traditional image as a support function to one that 'adds value' as a strategic business partner. This was in direct response to customer feedback, where our customers told us they want an HR service that is more strategic, proactive, tailored, business-driven and specialist. This resulted in a radical but successful redesign of the HR & OD service comprising three elements, namely centralised provision of shared HR transactional and administrative services, HR Business Partners and centres of expertise. Our improvement plan, which has in effect become our service plan, builds on the significant progress we have made so far in terms of developing the cultural values of the organisation, responding to cost pressures and focussing on business goals and customer needs.

### **2. Improvements mapped to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
HR1	<b>Smarter Integrated Planning</b> – We will strengthen and make increasingly explicit the linkage between business, financial and workforce planning.		X	X	X		X
HR2	<b>Cultural Transformation</b> – We will further embed a culture of high performance across the council.	X			X	X	X
HR3	<b>Improving Employee Engagement</b> – We will maximise the effectiveness of our employee engagement strategy – striving for positive industrial and employee relations.	X			X	X	X
HR4	<b>Smarter Health, Safety and Wellbeing</b> – We will further encourage a proactive health, safety and wellbeing culture.	X			X		X
HR5	<b>Smarter Change Management</b> – We will manage required changes to the workforce in a structured, planned and fully consulted basis.	X	X	X	X	X	X
HR6	<b>Employer Of Choice</b> – We will ensure that the council's status as an employer of choice is			X	X	X	X

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ID	Improvement	1	2	3	4	5	6
	enhanced and that the principles and spirit of equal opportunities are evident in all aspects of the council's employment processes.						
HR7	<b>Smarter Attendance Management</b> – We will ensure attendance management levels equate to management upper quartile performance standards.				X	X	X
HR8	<b>Smarter Recruitment and Skills Development</b> – We will ensure high level management performance across the council through robust selection processes and tailored development programmes	X			X	X	X

## **Service Improvement**

<b>Improvement</b>	Smarter Integrated Planning	<b>ID</b>	HR1
<b>Author</b>	James Fox	<b>Version</b>	FINALx
<b>Approver</b>	Ewan Sutherland	<b>Date</b>	05-04-13

### **1. Description**

#### **Background:**

Workforce planning of sorts has always been undertaken within the Council. Some services have developed an expertise in ensuring that changing service demands are catered for by appropriate adjustments to their workforce. For example, the relatively clear cut demand factors within the school sector (i.e. pupil numbers) have enabled Education, Culture and Sport to plan the teaching and other school-based workforce accordingly.

Whilst some cross-Council workforce planning success has been achieved, up until the introduction of the PBB model it is fair to say that the majority of workforce planning represented a relatively crude reaction to year on year budgetary reduction. The fact that approximately two-thirds of the revenue budget relates to 'staffing' created an inevitability that staffing costs would require to be reduced significantly.

The pre-PBB budgetary process was characterised by the commencement of redundancy consultation in November/ December each year to ensure that the statutory period for consultation was adhered to. Large numbers of staff were exited from or redeployed within the organisation and the period November to March was traditionally difficult for employees, unions, managers and the HR Service.

Whilst the rate and extent of organisational change has arguably intensified since the adoption of PBB, the new model has allowed services to make these changes on a planned, gradual and more inclusive basis. The rationale for change is clearly articulated within the Council's Business Plan and this has enabled more informed consultation to be undertaken.

Service planning (and PBB scoping) enables a medium to long term business perspective to be taken. Services necessarily require to give careful and considered thought to the staff resources they will need in order to achieve their core objectives (rather than the single year 'survival' mentality promoted by the previous budgetary model).

#### **Current situation**

In February 2013, for the first time, a Strategic Workforce Plan was submitted to Council alongside the budget and the CG Business Plan. This strategic Workforce Plan contains evidence of existing and planned workforce transformation which necessarily accompanies the Council's business objective setting. Each service has contributed to the Workforce Plan by providing commentary in relation to current and future workforce composition and Corporate Governance has taken a strategic overview in relation to the implications for the organisation as a whole.

#### **Business need**

Improvements in linking the planning processes are integral to the success of the



## Corporate Governance Improvement Business Case

organisation. Joined up planning facilitates better information and this in turn enables better decision making. The linking of workstreams also allows for the early identification of possible opportunities as well as reducing the risk of conflicting work or duplication. These factors can then allow the proper allocation of resources in other words enabling the right people to be deployed in the right place at the right time.

### **Objective**

To improve planning linkages in order to increase organisational performance.

### **Strategic fit**

Despite significant ongoing resourcing challenges, the Council is committed to maintaining, and indeed enhancing, our reputation as an employer of choice. This is significant as the successful achievement of the objectives contained within the Business Plan will be highly dependent on our success in continuing to attract and retain the right number and quality of employees.

This strategic Workforce Plan represents the Council's first attempt to more fully align our workforce planning with our business and financial planning and the document, therefore, complements both the Business Plan and the Budget Plan.

### **Timing**

The Workforce Plan is iterative in nature. It will require to be modified on a continual basis in order to capture and accommodate any directional changes in terms of business and/ or financial planning.

The first iteration of the Plan focuses on key qualitative considerations such as development, engagement and strategy. Subsequent iterations will give greater clarity on the numbers of employees the Council anticipates it will employ during the life-time of the Plan and a vision of the Council's workforce 2020.

It is planned to present a fuller quantitative analysis of our future workforce to the Council during the course of 2013/14

### **Stakeholders**

The Strategic Workforce Plan impacts across the whole organisation and to partner organisations as well.

## **2. Impacts**

### **Organisation**

This impacts across the whole organisation through the establishment of better planning which eliminates duplication and facilitates opportunity and joint working

### **Processes**

This is the first step in achieving better, more business orientated processes

### **People**

This improvement will enable Council employees to have a clearer picture of the linkages between services or their service and the organisation and will incrementally assist in improving engagement

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### **Technology**

Linked to this improvement theme is the work to assess the 'fit for purpose' state of the current HR and Payroll system and to identify options for replacement. Also, the use of content management will be vital in ensuring linkages and communications across the council services.

### **Other Corporate Governance Services**

Other Council services will be able to see improved joined up planning, better linkages between projects across services and more tailored support

### **Other Council Services**

Other Council services will be able to see improved joined up planning, better linkages between projects across services and more tailored support

### **Other stakeholders**

Stakeholders will see improved joined up planning and be able to engage with the Council with greater confidence.

### **3. Links to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
HR1	<b>Smarter Integrated Planning</b> – We will strengthen and make increasingly explicit the linkage between business, financial and workforce planning.		X	X	X		X

Comments: Although it could easily be argued that the continued development of workforce planning and the continued evolution of linkages between the Council's planning processes are relevant to all of the six inclusive themes, we have aligned this improvement measure to those themes with greatest affinity.

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## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

<b>Capital Expenditure</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
New HR/Payroll System	-	-	750,000	750,000	-	1,500,000
Total	-	-	750,000	750,000	-	1,500,000

<b>Revenue Expenditure (from existing budgets)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (additional required)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Benefits (£s)

<b>Benefits already attributed to existing PBB options (including ADM options)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
CG_HR_17 – Rationalise HR management posts – consistent with workforce plan	-	(34,000)	-	-	-	(34,000)
Ongoing benefits	-	-	-	-	-	-
Total	-	(34,000)	-	-	-	(34,000)

<b>Additional benefits that this improvement will enable</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Staff efficiencies	-	(38,000)	(37,000)	-	-	(75,000)
Ongoing benefits	-	-	-	-	-	-
Total	-	(38,000)	(37,000)	-	-	(75,000)

#### Comments:

The only costs associated with this measure relate to the potential investment in a new HR/Payroll system.

### 4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit
N/A		

### 4.3 Qualitative

Benefit	Measurement	Estimated benefit
Improved joined up business decision making	Performance measures to be defined – work on this has started as part of the implementation of the approved Strategic Workforce Plan	Can be forecasted once performance measure is defined

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Benefit	Measurement	Estimated benefit
More chance for joint working opportunities to be maximised	Performance measures to be defined – work on this has started as part of the implementation of the approved Strategic Workforce Plan	Can be forecasted once performance measure is defined
Value of workforce planning recognised and thus more likely to be undertaken across the organisation	Performance measures to be defined – work on this has started as part of the implementation of the approved Strategic Workforce Plan	Can be forecasted once performance measure is defined

**5. Risks**

<ol style="list-style-type: none"> <li>1. Take up of workforce planning processes is not widespread leading to poor decision making and disjointed planning</li> <li>2. Managers do not feel competent in delivering workforce planning type tasks</li> <li>3. Status quo is retained</li> </ol>
--

## **Service Improvement**

<b>Improvement</b>	Cultural Transformation	<b>ID</b>	HR2
<b>Author</b>	James Fox	<b>Version</b>	FINALx
<b>Approver</b>	Ewan Sutherland	<b>Date</b>	05-04-13

### **1. Description**

#### **Background:**

The Council's workforce is highly diverse and extremely complex – reflecting the range and type of services which the organisation delivers. The workforce, like the organisation as a whole, has undergone significant transformation during the lifetime of the Council. However, whilst it has reduced significantly in size in recent years, our workforce continues to deliver high quality and improving services to the citizens of Aberdeen.

The requirement on services to deliver high quality and improving services will continue and thus the Council has identified that it requires a high performance culture in order to achieve this.

#### **Current situation**

To achieve the high performance culture, a revised appraisal scheme, making a more positive link between performance and reward, as well as employee engagement, was introduced in September 2011. This new scheme, Performance, Review & Development (PR&D), recognises that future improvement relies on employees more clearly understanding what they should be doing, how they should be doing it and how what they are doing contributes to corporate objectives. This approach is entirely consistent with the Government's 'Pay and Workforce Strategy' and 'Comprehensive Performance Assessment'.

The PR&D scheme applies to all employees, except Teachers (who are covered by a national Professional Review and Development Scheme).

The PR&D scheme describes the outcomes or objectives employees are expected to deliver and sets out the core organisational behaviours against which performance will be measured. Importantly, 'what' a person does (their outcomes and objectives) and 'how' they do it (their behaviours) are given equal weighting. These behaviours are designed to reflect the culture of the organisation and are described later.

Employees who successfully deliver on their PR&D objectives will receive a salary increment (unless at the top of their scale). In contrast, those employees who fall short in this regard or whose poor conduct or attendance is being addressed via an appropriate policy, will not automatically receive an increment.

The scheme enables us to more effectively measure and recognise good performance, reward exceptional performance and, very importantly, address underperformance.

The implementation of YourHR will also go a long way toward improved performance as processes are streamlined and automated, freeing manager and employees to manage themselves in an optimised fashion that allows for time savings and productivity gains.

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Finally, HR&OD has also introduced a Customer Feedback process to ensure efficiency, effectiveness and business alignment.

### **Business need**

The delivery of high quality services depends on the quality of our workforce and on consolidating and enhancing a culture which focuses on high performance.

### **Objective**

The Council in 2020 has a 'high performance' culture supported by robust performance management systems and processes evidenced by a new set of HR performance measures and the implementation of YourHR self service modules.

### **Strategic fit**

We recognise that the delivery of the Council's 5 year Business Plan, Smarter City agenda and high quality services depends on the quality of our workforce and on consolidating and enhancing a culture which focuses on high performance. The outcomes of the 2010 Employee Opinion Survey and a subsequent 'world café' event in May 2011 also supported a more performance oriented culture.

### **Timing**

Embedding a culture is iterative in nature. It will require monitoring and evaluation on a continual basis in order to capture and accommodate any directional changes as we move towards the vision of the Council's workforce in 2020.

### **Stakeholders**

All council staff  
All council customers

## **2. Impacts**

### **Organisation**

Through all of the developments detailed above, the organisation will benefit from improved engagement, targeted development plans aligned to objectives, improved processes, time savings and productivity gains – all significant steps towards maximising performance.

### **Processes**

YourHR in particular will facilitate substantial improvements to processes across the Council

### **People**

The drive for performance should and will impact upon every staff member. Each staff member will go through PR&D with objectives set and an associated development plan agreed. YourHR will see increasing numbers of staff managing key processes themselves online such as annual leave, sickness reporting and so on

### **Technology**

YourHR will underpin much of the impacts here but is being developed within existing Council technologies and linked to existing development such as the Lagan CRM platform.

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**Other Corporate Governance Services**

The impacts of the initiatives under this improvement theme will impact across all services, from individual staff completing PR&D to gaining access to the benefits of self service through YourHR.

**Other Council Services**

As above

**Other stakeholders**

The incremental improvements that will be delivered in this theme will allow for incremental improvements to external stakeholders customer experiences

**3. Links to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
HR2	<b>Cultural Transformation</b> – We will further embed a culture of high performance across the council.	X			X	X	X

Comments: Although it could easily be argued that the continued development of workforce planning and the continued evolution of linkages between the Council's planning processes are relevant to all of the six inclusive themes, we have aligned this improvement measure to those themes with greatest affinity.

Corporate Governance Improvement  
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## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

<b>Capital Expenditure</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (from existing budgets)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (additional required)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Benefits (£s)

<b>Benefits already attributed to existing PBB options (including ADM options)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Additional benefits that this improvement will enable</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

Comments: The development outcomes from PR&D will be met through the existing Central Training budget which has a total value of £657,962 (£100K allocated for HS&W).

### 4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit
N/A		

### 4.3 Qualitative

Benefit	Measurement	Estimated benefit
Improvements to customer experience and hence satisfaction	Performance measures to be defined – work on this has started as part of the implementation of the approved Strategic Workforce Plan	Can be forecasted once performance measure is defined



Corporate Governance Improvement  
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Benefit	Measurement	Estimated benefit
Increasingly effective and efficient business processes	Performance measures to be defined – work on this has started as part of the implementation of the approved Strategic Workforce Plan	Can be forecasted once performance measure is defined
Increased employee engagement	Performance measures to be defined – work on this has started as part of the implementation of the approved Strategic Workforce Plan	Can be forecasted once performance measure is defined
Increased generation of savings	Performance measures to be defined – work on this has started as part of the implementation of the approved Strategic Workforce Plan	Can be forecasted once performance measure is defined

**5. Risks**

- |   |
|---|
| <ol style="list-style-type: none"> <li>1. Status quo is retained – cost implications</li> <li>2. Lack of buy in across the organisation</li> <li>3. Reputational damage from unfavourable reports/audits/etc</li> </ol> |
|---|

## Service Improvement

<b>Improvement</b>	Improving Employee Engagement	<b>ID</b>	HR3
<b>Author</b>	James Fox	<b>Version</b>	FINALx
<b>Approver</b>	Ewan Sutherland	<b>Date</b>	05-04-13

### **1. Description**

#### **Background:**

The Council's workforce is highly diverse and extremely complex – reflecting the range and type of services which the organisation delivers. The workforce, like the organisation as a whole, has undergone significant transformation during the lifetime of the Council. However, whilst it has reduced significantly in size in recent years, our workforce continues to deliver high quality and improving services to the citizens of Aberdeen.

The introduction of PBB with its strategic, medium to long term focus has enabled services to start to workforce plan on a far more meaningful basis. Other practical benefits have followed. For example, the budget is structured to such an extent that there are no plans to reduce staff numbers during the financial year 2013/14 – a position which is clearly beneficial in relation to employee engagement and industrial relations.

Each service in the Council has developed its own business plan with a five year future focus. The plans are characterised by an aspiration to transform services positively for the benefit of citizens and most services are well advanced on this journey.

To enable and support this level of transformation, a number of changes to the way the workforce is managed and organised have taken place i.e.:

- changes to our performance management system – moving to a model which explicitly encourages high performance;
- changes to our employee development programmes – linking to key organisational priorities;
- the introduction of an employee engagement strategy;
- moves to better empower managers; and
- changes to the way we manage attendance.

As a member of the Confederation of Scottish Local Authorities (CoSLA) the Council is bound by national agreements of Terms and Conditions of Service. There are four National Negotiating Committees which determine annual pay awards and various nationally prescribed conditions of service. These are the Scottish Joint Council for Local Government Employees, the Scottish Joint Council for Craftworkers, the Scottish Negotiating Committee for Teachers and the Joint National Committee for Chief Officials.

The Council recognises the same Trade Unions as those represented on the National Negotiating Committees i.e. UNISON, UNITE, GMB, UCATT, EIS, SSTA, NASUWT and the Voice.

## Corporate Governance Improvement Business Case

### **Current situation**

The link between employee engagement and higher performance has been well researched and well documented. The 2010 Employee Opinion Survey indicated that there was a need for us, as a Council, to improve levels of engagement across the organisation. As a result the cross-service People Dimension Group produced an action plan to address this.

The People Dimension Group also play an active role in supporting the Communications and Engagement Manager in implementing the Communication and Engagement Strategy.

In order to promote effective and positive industrial relations the Council has had in place for a number of years a Framework Agreement on Industrial Relations ('FAIR') which includes a process for dealing with disputes. Over the years the Disputes Procedure has been used on a number of occasions and has provided for a successful resolution of outstanding issues. It is necessary to review 'FAIR' with a view to incorporating many of its positive aspects into a new Partnership Agreement between the Council and Trade Unions.

It must be recognised, however, that not all employees choose to be a Trade Union member and mechanisms have been established (e.g. Employee Voice), and will need to be created, to allow all employees to have a voice through offering views, ideas and comment on matters which affect them. So whilst a positive working relationship through partnership is the way forward, we need to take account of those employees who choose not to join a Trade Union and develop arrangements to demonstrate and ensure they are equally valued and listened to by the organisation.

### **Business need**

The link between employee engagement and higher performance has been well researched and well documented.

### **Objective**

To maximise employee engagement in order to achieve the business benefits that are associated with elevated engagement through continued improvement to the employee benefits, good industrial relations and, specifically in HR&OD, working towards achieving IIP Gold standard.

### **Strategic fit**

Delivering on this improvement will go a significant way to fulfilling the Business Plan aspiration to have a "flexible, skilled and motivated workforce".

### **Timing**

The commitment to raising employee engagement has been made within the approved Business and Workforce Plans and thus some work is already in progress as described. It is however envisaged that improvements will continue throughout the lifespan of both plans.

### **Stakeholders**

All Council staff

## 2. Impacts

### Organisation

It is well understood that the impact for the organisation of higher levels of employee engagement is a greater likelihood of the organisational goals being achieved as well as improving recruitment, retention, morale and motivation and so on.

### Processes

No specific direct impacts

### People

Raising engagement levels would hopefully impact upon each employee of the Council in a positive way, increasing their enthusiasm for their jobs.

### Technology

No specific direct impacts – technology in this context is more of an enabler rather than an output impactor

### Other Corporate Governance Services

As per the organisational impacts

### Other Council Services

As per the organisational impacts

### Other stakeholders

Developing the relationships with the TUs means some impact upon them and potentially their members but aside from that there are no direct impacts as this is primarily an internally focussed theme.

## 3. Links to the six inclusive themes

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
HR3	<b>Improving Employee Engagement</b> – We will maximise the effectiveness of our employee engagement strategy – striving for positive industrial and employee relations.	X			X	X	X

Comments: Although it could easily be argued that the continued development of workforce planning and the continued evolution of linkages between the Council's planning processes are relevant to all of the six inclusive themes, we have aligned this improvement measure to those themes with greatest affinity.

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## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

<b>Capital Expenditure</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (from existing budgets)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (additional required)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Benefits (£s)

<b>Benefits already attributed to existing PBB options (including ADM options)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Additional benefits that this improvement will enable</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

Comments: There are no direct costs associated with this improvement measure. Employee benefits will fall into this improvement theme and does have some finance processing associated with it but no there is no budget for employee benefits and these schemes are all required by contract to be delivered on a minimum 'cost neutral' basis with costs met by savings. From Jan 2011 to Feb 2013 the employee benefits project had achieved a net saving of £45,772.56 for the council through NICS savings and is on target to achieve it's 2012/13 PBB target of £20k.

### 4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit

### 4.3 Qualitative

Benefit	Measurement	Estimated benefit
Increased performance	Performance measures to	Can be forecasted once

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Benefit	Measurement	Estimated benefit
associated with increased engagement	be defined – work on this has started as part of the implementation of the approved Strategic Workforce Plan	performance measure is defined
Better customer experience is associated with increased employee engagement	Performance measures to be defined – work on this has started as part of the implementation of the approved Strategic Workforce Plan	Can be forecasted once performance measure is defined

**5. Risks**

1. Status quo is retained
2. Low engagement reduces performance and thus inhibits the organisation in attaining its goals
3. Low engagement results in higher levels of IR issues which are required to be managed

## Service Improvement

<b>Improvement</b>	Smarter Health, Safety and Wellbeing	<b>ID</b>	HR4
<b>Author</b>	James Fox	<b>Version</b>	FINALx
<b>Approver</b>	Ewan Sutherland	<b>Date</b>	05-04-13

### **1. Description**

#### **Background / Current situation**

Everyone has a responsibility for health and safety within the organisation. Managers are held to account for health and safety performance within their work area and the Council has developed a health and safety matrix which provides an explicit indication as to whether or not a particular section or team has made sufficient progress on a range of core health and safety requirements (e.g. the existence of up-to-date risk assessments). This is currently under review to align with inspections and the health and safety team audit programme.

Each directorate has a Safety Committee in place, facilitating Trade Union discussion and feedback. At organisational level the Central Health and Safety Committee provides strategic direction, necessary overview and a co-ordinating role.

The Council's health and safety management system has received national recognition (and gold award status) from ROSPA for the past five years.

#### **Business need**

In addition to the day to day rationale for preventing incidents and cases of ill health in the workplace and maximising wellbeing for all staff, from 1st October 2012 the cost of Health and Safety Executive (HSE) interventions has been recovered from businesses found to be in a material breach of health and safety law. Under the "fee for intervention" costs will be recovered from the start of the HSE's intervention up to the point supporting businesses in putting matters right has been concluded. This cost will be borne by directorates and related services.

Clearly this is placing an added focus to our efforts to ensure that safe working practices are routinely adhered to and that 'health, safety and wellbeing' is factored into all operational and strategic decision making.

#### **Objective**

To ensure that safe working practices are in place, routinely adhered to and that 'health, safety and wellbeing' is factored into all operational and strategic decision making in order to maintain and ensure a workforce that is fit for the future.

#### **Strategic fit**

Health and Safety has been a long-standing priority for the Council. The Council's health and safety policy clearly details roles and responsibilities and the health and safety arrangements for the organisation. Health and safety is a fundamental part of both efficient and effective delivery of quality services.

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### **Timing**

Improvements have already been put in place and this will continue and evolve during the lifespan of the Strategic Workforce Plan and the CG Business Plan.

### **Stakeholders**

All Council staff and managers

Members of the public accessing Council buildings or spaces

Third parties who are affected by our undertaking

## **2. Impacts**

### **Organisation**

By ensuring that visible leadership and commitment promotes, sets and enforces a positive health and safety culture within the organisation. Further enhancement will be achieved via PR&D, through acceptance of roles and responsibilities and setting of targets and objectives. A focus on behavioural safety will assist in reducing unsafe behaviours in the workplace while improving employee engagement and visible leadership and commitment by management. To further embed a positive health and safety culture particular attention will be given to:

- Methods of control within the organisation – control of service delivery;
- Means of securing co-operation between individuals, safety reps and groups;
- Methods of communication throughout the organisation;
- Competence of individuals.

### **Processes**

As yet undefined

### **People**

Effective management of health and safety assists in maintaining employees who are healthier, happier and better motivated which is essential to the sustainability of high quality services. It also assists in maximising attendance, reducing injuries and days lost due to ill health. Review of corporate health, safety and wellbeing training programme tailored to services and the organisation. Expansion of blended on-line and face to face approach delivered internally via the health and safety team and by external providers;

### **Technology**

Delivery of some of the work programme will be through YourHR and OIL so customers will be required to have access to, and be able to use these technologies and streamlined processes. Improved analysis of statistics will assist in the identification of areas of risk and improvement.

### **Other Corporate Governance Services**

Will impact across the whole Council and beyond in terms of reduced risk and related direct and indirect financial costs providing benefit to the organisation.

### **Other Council Services**

Will impact across the whole Council and beyond. A robust health and safety management system enables services to appropriately budget for remedial action and to plan for



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continuous improvement.

**Other stakeholders**

Will impact upon all stakeholders accessing Council managed sites in terms of reduced risk to them

**3. Links to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
HR4	<b>Smarter Health, Safety and Wellbeing</b> – We will further encourage a proactive health, safety and wellbeing culture.	X			X		X

Comments:

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**4. Costs and Benefits**

4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

Costs (£s)

<b>Capital Expenditure</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (from existing budgets)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (additional required)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

Benefits (£s)

<b>Benefits already attributed to existing PBB options (including ADM options)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Additional benefits that this improvement will enable</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

Comments: Apart from the central training budget wellbeing initiatives such as those linked to the sickness improvement group have not yet been scoped.

4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit

4.3 Qualitative

Benefit	Measurement	Estimated benefit
Reduction in incidents and cases of ill health reduces potential for absenteeism	Performance measures to be defined – work on this has started as part of the implementation of the approved Strategic Workforce Plan	Can be forecasted once performance measure is defined

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Benefit	Measurement	Estimated benefit
Reduction in incidents and cases of ill health reduces potential for HSE intervention and associated costs, fines and civil claims	Performance measures to be defined – work on this has started as part of the implementation of the approved Strategic Workforce Plan	Can be forecasted once performance measure is defined
Safe workplace = increased employee engagement	Performance measures to be defined – work on this has started as part of the implementation of the approved Strategic Workforce Plan	Can be forecasted once performance measure is defined
Reduced insurance premium	Performance measures to be defined – work on this has started as part of the implementation of the approved Strategic Workforce Plan	Can be forecasted once performance measure is defined
Reduced direct and indirect costs associated with incidents	Performance measures to be defined – work on this has started as part of the implementation of the approved Strategic Workforce Plan	Can be forecasted once performance measure is defined

**5. Risks**

1. Status quo is retained
2. Injury to staff, damage to property, plant and equipment
3. HSE penalties (enforcement - criminal)
4. Reputational damage resulting from serious accident/incident
5. Civil claims

## **Service Improvement**

<b>Improvement</b>	Smarter Change Management	<b>ID</b>	HR5
<b>Author</b>	James Fox	<b>Version</b>	FINALx
<b>Approver</b>	Ewan Sutherland	<b>Date</b>	05-04-13

### **1. Description**

#### **Background:**

The Council's workforce is highly diverse and extremely complex – reflecting the range and type of services which the organisation delivers. The workforce, like the organisation as a whole, has undergone significant transformation during the lifetime of the Council. However, whilst it has reduced significantly in size in recent years, our workforce continues to deliver high quality and improving services to the citizens of Aberdeen.

#### **Current situation**

Each service in the Council has developed its own business plan with a five year future focus. The plans are characterised by an aspiration to transform services positively for the benefit of citizens and most services are well advanced on this journey.

To enable and support this level of transformation, a number of changes to the way the workforce is managed and organised have taken place i.e.:

- changes to our performance management system – moving to a model which explicitly encourages high performance;
- changes to our employee development programmes – linking to key organisational priorities;
- the introduction of an employee engagement strategy;
- moves to better empower managers; and
- changes to the way we manage attendance.

However, by virtue of the medium to long term nature of the Council's business planning process it is necessary to assess the existing workforce (in quantitative and qualitative terms) in relation to its capability and capacity to deliver on the longer term objectives contained within the Plan. Key considerations in this regard include:

- How we will develop workforce skills and capacity;
- How we will manage talent within the organisation;
- How we will pay and reward our workforce; and
- How we will develop the organisation.

Developing a vision of the workforce of the future and dealing with actual or perceived gaps in capacity and capability will require the Council's HR Strategy to be re-modelled accordingly.

#### **Business need**

As above

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### **Objective**

The Council needs to have in order to achieve the vision set out in the business plan for a “flexible, skilled and motivated workforce”

### **Strategic fit**

Delivering on this priority will go a significant way to fulfilling the Business Plan aspiration to have a “flexible, skilled and motivated workforce”.

### **Timing**

The Strategic Workforce Plan has been approved by committee along with the budget and business plan and its aims and objectives – with associated improvements. Progress with those aims and objectives will continue to run during the lifespan of the planning processes, changing and evolving as required.

### **Stakeholders**

All Council staff and services  
Trade Unions

## **2. Impacts**

### **Organisation**

This is essentially about having an organisation that is fit for purpose and the HR&OD contribution to that in terms of organisational design and change management during structural changes. Thus, the impact on the organisation is seen through an increasingly solutions focussed approach to issues of change management.

### **Processes**

Processes are likely to be streamlined wherever possible to make life as easy as possible for managers whilst also delivering on our duty to protect the organisation and its staff.

### **People**

The impacts upon people will be dependent upon their role in a process. For managers we would expect to be able to empower managers whilst also delivering tailored solutions and support that will make their lives easier in this regard. We would therefore expect to see the change managed better and hence the wider employee base more engaged during change processes.

### **Technology**

No direct impacts

### **Other Corporate Governance Services**

As detailed above and in addition this improvement theme may require closer working between HR&OD and other CG services to facilitate organisational solutions

### **Other Council Services**

As detailed above

### **Other stakeholders**

There are no direct impacts although the aim here is to ultimately improve the service for the customers of the council

### 3. Links to the six inclusive themes

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
HR5	<b>Smarter Change Management</b> – We will manage required changes to the workforce in a structured, planned and fully consulted basis.	X	X	X	X	X	X

<p>Comments: Because this priority relates directly to the basic function of the HR&amp;OD service it is considered relevant across all six inclusive themes.</p>
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## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

<b>Capital Expenditure</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (from existing budgets)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (additional required)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Benefits (£s)

<b>Benefits already attributed to existing PBB options (including ADM options)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Additional benefits that this improvement will enable</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

Comments: Costs associated with this item are related to training, exit costs (if required) and other such staff type costs that are as yet undefined as we do not have quantitative workforce forecasts for each service. Each service, however, will be required to work within their funded establishment with requests to expand this subject to the full business case review process.

### 4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit
N/A		

### 4.3 Qualitative

Benefit	Measurement	Estimated benefit
Organisational structures that are fit for purpose	Performance measures to be defined – work on this has started as part of the	Can be forecasted once performance measure is defined

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Benefit	Measurement	Estimated benefit
	implementation of the approved Strategic Workforce Plan	
Well managed change resulting in increased levels of employee engagement	Performance measures to be defined – work on this has started as part of the implementation of the approved Strategic Workforce Plan	Can be forecasted once performance measure is defined
Well managed transformation that enables the best people to be in the right place at the right time and with the best skills all at the right cost	Performance measures to be defined – work on this has started as part of the implementation of the approved Strategic Workforce Plan	Can be forecasted once performance measure is defined

**5. Risks**

<ol style="list-style-type: none"> <li>1. Status quo is retained</li> <li>2. Poor change management results in reduced employee engagement</li> <li>3. Poor organisational design causes ongoing &amp; costly management issues</li> </ol>
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## Service Improvement

<b>Improvement</b>	Employer of Choice	<b>ID</b>	HR6
<b>Author</b>	James Fox	<b>Version</b>	FINALx
<b>Approver</b>	Ewan Sutherland	<b>Date</b>	05-04-13

### **1. Description**

#### **Background:**

The Council's workforce is highly diverse and extremely complex – reflecting the range and type of services which the organisation delivers. The workforce, like the organisation as a whole, has undergone significant transformation during the lifetime of the Council. However, whilst it has reduced significantly in size in recent years, our workforce continues to deliver high quality and improving services to the citizens of Aberdeen.

#### **Current situation**

The Council regards itself as a 'good employer' and can back up this contention with concrete evidence. For example, we are one of the very few local authorities in Scotland which will implement pension auto enrolment on schedule – demonstrating genuine care for the financial wellbeing of our employees in their later years. In addition, we have established one of the most extensive and creative employee benefits packages in the country and the terms and conditions of employment we offer are, in many respects, competitive.

Despite significant ongoing resourcing challenges, the Council is committed to maintaining, and indeed enhancing, our reputation as an employer of choice.

Our employment package is constantly reviewed and updated to ensure it is both attractive to potential employees and valued by current employees. In addition to a competitive pay rate which at the lowest point meets the government's definition of a 'Living Wage', we currently offer:

- a competitive pension scheme
- very competitive holiday provision
- a variety of flexible working opportunities including flexi-time, part-time, term-time and compressed hours
- up to twelve months' sick pay (service dependent)
- an employee assistance programme
- one of the best employee benefits packages in the country – comprising several salary sacrifice schemes (from childcare vouchers to the purchase of annual leave) and a range of employee discounts.

The Council has, to date, supported the application of the 'living wage' and this has clearly assisted our less well paid employees.

It should be noted, however, that the continual 'bottom loading' of pay awards does create difficulties for Councils as the ability to differentiate between the value of jobs at the lower end of the pay scale becomes harder. It is important that the equilibrium of the pay and grading structure is not compromised by such moves and any such future proposal will be

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equal pay 'proofed' accordingly and Members advised of the outcome.

### **Business need**

This is significant as the successful achievement of the objectives contained within the Business Plan will be highly dependent on our success in continuing to attract and retain the right number and quality of employees.

### **Objective**

To position the Council as a well renowned employer of choice

### **Strategic fit**

Delivering on these priorities will go a significant way to fulfilling the Business Plan aspiration to have a "flexible, skilled and motivated workforce"

### **Timing**

Improvements have already been put in place and this will continue and evolve during the lifespan of the Strategic Workforce Plan and the CG Business Plan.

### **Stakeholders**

All Council staff and managers

Members of the public wishing to come and work for the council

The employment marketplace

## **2. Impacts**

### **Organisation**

The concept of employer of choice is designed to ultimately assist the organisation in meeting its goals by being able to put the right people in the right place and retain key skills and knowledge.

### **Processes**

We envisage continuing to work on streamlining policy and process to ensure that all of the council's employment processes work towards the desired solution in the most effective way and do not act as barriers to enablement. The check and balance in all this is the ethos of equalities which will continue to pervade each process.

### **People**

The impact upon staff will be through better management, more empowerment and great involvement, hopefully all coming together to enhance the sense of employee engagement amongst the staff. In addition, staff could expect to see an increased focus on skills and development assisted by PR&D.

### **Technology**

There are no direct impacts however, technology will be an enabler to this improvement and as such staff should expect to be accessing and be engaged by the Zone, YourHR, OIL and so on.

### **Other Corporate Governance Services**

This improvement theme will impact upon the whole council but may rely on close working

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with colleagues in other CG services in order to be fully effective. Linkages will become clearer as the theme develops through time.

**Other Council Services**

All Council staff will be impacted

**Other stakeholders**

We hope that the work on this theme will ensure the perception amongst potential recruits is one where the Council is seen as an employer of choice.

**3. Links to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
HR6	<b>Employer Of Choice</b> – We will ensure that the council’s status as an employer of choice is enhanced and that the principles and spirit of equal opportunities are evident in all aspects of the council’s employment processes.			X	X	X	X

Comments: Although it could easily be argued that the continued development of workforce planning and the continued evolution of linkages between the Council’s planning processes are relevant to all of the six inclusive themes, we have aligned this improvement measure to those themes with greatest affinity.

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## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

<b>Capital Expenditure</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (from existing budgets)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (additional required)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Benefits (£s)

<b>Benefits already attributed to existing PBB options (including ADM options)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Additional benefits that this improvement will enable</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

Comments: There are no direct costs associated with this improvement measure. Development requirements identified will be met through the existing Central Training Budget.

### 4.2 Quantitative (Non-Financial)

<b>Benefit</b>	<b>Measurement</b>	<b>Estimated benefit</b>
N/A		

### 4.3 Qualitative

<b>Benefit</b>	<b>Measurement</b>	<b>Estimated benefit</b>
Allows us to put the right people in the right place with the right skills and at the right cost	Performance measures to be defined – work on this has started as part of the implementation of the approved Strategic	Can be forecasted once performance measure is defined

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Benefit	Measurement	Estimated benefit
	Workforce Plan	
Facilitates organisational success	Performance measures to be defined – work on this has started as part of the implementation of the approved Strategic Workforce Plan	Can be forecasted once performance measure is defined
Allows targeted resourcing strategies to be put in place	Performance measures to be defined – work on this has started as part of the implementation of the approved Strategic Workforce Plan	Can be forecasted once performance measure is defined

**5. Risks**

1. Status quo is retained
2. Inability to recruit and retain staff
3. Unfulfillment actively places a barrier in the way of organisational success

## Service Improvement

<b>Improvement</b>	Smarter Attendance Management	<b>ID</b>	HR7
<b>Author</b>	James Fox	<b>Version</b>	FINALx
<b>Approver</b>	Ewan Sutherland	<b>Date</b>	05-04-13

### **1. Description**

#### **Background:**

Each service in the Council has developed its own business plan with a five year future focus. The plans are characterised by an aspiration to transform services positively for the benefit of citizens and most services are well advanced on this journey.

To enable and support this level of transformation, a number of changes to the way the workforce is managed and organised have taken place i.e.:

- changes to our performance management system – moving to a model which explicitly encourages high performance;
- changes to our employee development programmes – linking to key organisational priorities;
- the introduction of an employee engagement strategy;
- moves to better empower managers; and
- changes to the way we manage attendance.

Prior to December 2010 sickness absence rates across the Council were at unacceptably high levels. In December 2010 we replaced our Absence Management Policy with a new Maximising Attendance Policy which addressed a number of the weaknesses of its predecessor. This was a watershed for the improvement in the management of absence across the Council and, since this time, sickness absence levels have generally been on a downward trend.

#### **Current situation**

Employees who successfully deliver on their PR&D objectives will receive a salary increment (unless at the top of their scale). In contrast, those employees who fall short in this regard or whose poor conduct or attendance is being addressed via an appropriate policy, will not automatically receive an increment.

The current absence level is an average of 11.6 days per employee (as at 31/12/12), being four days less than the figure two years ago.

Sickness absence statistics are reported regularly to the Corporate Management Team (CMT) and on a monthly basis to Service Management Teams (SMTs) where appropriate management scrutiny takes place. These statistics are also regularly reported to Service Committees and the Corporate Policy and Performance Committee is provided with regular update reports on the subject.

Proactive initiatives to reduce absence are constantly being introduced. For example, employee health checks are regularly offered to the workforce where blood pressure, body

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mass index and cholesterol levels are all measured. Other preventative measures include advice and support on issues such as healthy eating, smoking cessation and the promotion of physical exercise etc.

### **Business need/Objective**

Ensure attendance management levels equate to upper quartile performance standards in order to be able to optimise the resources available to the council and reduce non essential costs

### **Strategic fit**

Delivering on these priorities will go a significant way to fulfilling the Business Plan aspiration to have a “flexible, skilled and motivated workforce

### **Timing**

Much work has taken place already but this will continue throughout the lifespan of the Strategic Workforce Plan and the Business Plan

### **Stakeholders**

All council staff and managers  
Trade Unions  
Customers in receipt of council services

## **2. Impacts**

### **Organisation**

The impact on the organisation is the optimising of the human resources available and thus improvements in productivity, reductions in lost time and ultimately a better experience for Council customers.

### **Processes**

This will largely have no process impact as much of the process is already in place. There may be some new processes for people in terms of using the YourHR portal.

### **People**

This improvement theme is clearly about the management of people and so it will touch upon almost everyone in the organisation at some point. They may be implementing it or being managed under its banner but it will impact upon most.

### **Technology**

Beyond the use of YourHR there are no significant technological impacts

### **Other Corporate Governance Services**

This theme impacts upon all council services as described above

### **Other Council Services**

This theme impacts upon all council services as described above

### **Other stakeholders**

This improvement theme requires collaboration with the TUs

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**3. Links to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
HR7	<b>Smarter Attendance Management</b> – We will ensure attendance management levels equate to management upper quartile performance standards.				X	X	X

Comments: Although it could easily be argued that the continued development of workforce planning and the continued evolution of linkages between the Council's planning processes are relevant to all of the six inclusive themes, we have aligned this improvement measure to those themes with greatest affinity.



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## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

<b>Capital Expenditure</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (from existing budgets)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (additional required)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Benefits (£s)

<b>Benefits already attributed to existing PBB options (including ADM options)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Additional benefits that this improvement will enable</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Comments:

Unproductive time costs – in its crudest form this is the cost of sick pay, as we would pay an employee their normal contractual pay when off sick (assuming they have the service entitlement and this has not exhausted.) Therefore, actually there are no financial savings in real terms when an employee with full sick pay entitlement is off sick, and the notional ‘cost’ to the employer is the loss of productivity of the employee for the duration of the sickness. In a number of jobs when an employee is off due to sickness and there is no replacement, work is either reallocated amongst other workers, is not done or waits for the employee to return, and the cost to the Council is notional sickness cost

Replacement costs –these are incurred where there is a need to replace the employee and pay for this either through offering additional hours to other workers, including the use of overtime, using relief/supply workers or taking on an agency worker. Such replacement arrangements involve an additional actual cost for the employer which is over and above the unproductive time cost.

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Business Case

4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit
N/A		

4.3 Qualitative

Benefit	Measurement	Estimated benefit
Reduced absenteeism reduces costs directly and indirectly by reducing agency usage	Performance measures to be defined – work on this has started as part of the implementation of the approved Strategic Workforce Plan	Can be forecasted once performance measure is defined
Maximising attendance enables the resources available to the organisation to be deployed at their optimum	Performance measures to be defined – work on this has started as part of the implementation of the approved Strategic Workforce Plan	Can be forecasted once performance measure is defined

**5. Risks**

<ol style="list-style-type: none"> <li>1. Status quo is retained</li> <li>2. No reduction in cost of absence</li> <li>3. Reducing trend flatlines so no further improvements seen</li> <li>4. Approach to maximising attendance must be balanced against employee engagement</li> </ol>
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## Service Improvement

<b>Improvement</b>	Smarter Recruitment and Skills Development	<b>ID</b>	HR8
<b>Author</b>	James Fox	<b>Version</b>	FINALx
<b>Approver</b>	Ewan Sutherland	<b>Date</b>	05-04-13

### **1. Description**

#### **Background:**

We recognise that the quality of our leaders and managers and the relationship between line managers and their teams is key to organisational effectiveness. In this respect we have focused on recruiting and retaining the type of manager we need and achieving the right balance between empowering them to manage effectively and providing them with the right levels of support.

In line with this we have shifted the focus of our management recruitment from technical skills to 'cultural fit' and have introduced more rigorous methods of recruitment such as assessment centres to support this where appropriate. Once recruited, we provide an induction specific to new managers to advise them of their responsibilities and of the support which is available to them. We have also clearly defined, under the PR&D scheme, consistent standards for all managers which provide role clarity and clarity of expectations.

Over the last few years we have rolled out an intensive development programme for our managers which raises awareness of the impact of their behaviours on others and which encourages a task-oriented yet people focused approach to management. This programme has delivered tangible results for managers, their teams and for the organisation.

#### **Current situation**

We are now moving increasingly towards empowering managers through more flexible policies. As an example the PR&D scheme, which focuses on achieving a high performance culture, allows managers a large degree of flexibility in how it is implemented to suit the differing needs of different occupations and services. In addition the new job profile format, which focuses on overall outcomes rather than detailed tasks, is designed to enable managers to manage their resources to best effect.

#### **Business need**

The quality of our leaders and managers and the relationship between line managers and their teams is key to organisational effectiveness and thus the attainment of the CG and wider Council business plans.

#### **Objective**

To ensure a high performance culture amongst the Council's managers and leaders that enables success within and beyond the organisation.

#### **Strategic fit**

Fits within the Council's aim to have a culture of high performance

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### **Timing**

Development in this regard has been ongoing over the past few years and we will continue to build on this over the lifespan of the Strategic Workforce Plan

### **Stakeholders**

All council managers

## **2. Impacts**

### **Organisation**

This impacts upon the organisation by enabling performance through development and resource deployment strategies. The overall impact will be seen in terms of enhanced performance, well skilled and appropriately deployed human resources.

### **Processes**

This theme is likely to involve significant redesign of resourcing and deployment processes across the organisation. Less so in terms of development where PR&D processes are now in place.

### **People**

The impact upon people is crucial to the success of this theme. Managed through PR&D, development can be targeted at certain behaviours and through new approaches to recruitment and human resource deployment we aim to have the right skills in the right place as often as possible.

### **Technology**

No direct impacts but technology through YourHR is likely to be an enabler

### **Other Corporate Governance Services**

This improvement theme applies equally across all of the Council's employees

### **Other Council Services**

This improvement theme applies equally across all of the Council's employees

### **Other stakeholders**

Potential employees of the council are a stakeholder here and they can expect to be put through rigorous recruitment processes in order to ensure competence and behaviour matches.

## **3. Links to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

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ID	Improvement	1	2	3	4	5	6
HR8	<b>Smarter Recruitment and Skills Development</b> – We will ensure high level management performance across the council through robust selection processes and tailored development programmes	X			X	X	X

Comments: Although it could easily be argued that the continued development of workforce planning and the continued evolution of linkages between the Council's planning processes are relevant to all of the six inclusive themes, we have aligned this improvement measure to those themes with greatest affinity.

## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

Capital Expenditure	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

Revenue Expenditure (from existing budgets)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

Revenue Expenditure (additional required)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Benefits (£s)

Benefits already attributed to existing PBB options (including ADM options)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

Additional benefits that this improvement will enable	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

Comments: There may be some requirement for investment in training but this will be managed within existing budgets. Beyond that there are no direct costs associated with this improvement measure.

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4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit
N/A		

4.3 Qualitative

Benefit	Measurement	Estimated benefit
Improved performance of managers leads to increasingly well managed services/staff and improved organisational effectiveness	Performance measures to be defined – work on this has started as part of the implementation of the approved Strategic Workforce Plan	Can be forecasted once performance measure is defined

**5. Risks**

<ol style="list-style-type: none"> <li>1. Status quo is retained</li> <li>2. No manager buy in</li> <li>3. Culture change not supported at high level – exception becomes the rule</li> </ol>
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**Appendix 3 – Service Improvements**

**Legal and Democratic Services**

## Service Group Summary

<b>Service Group</b>	Legal and Democratic Services	<b>Version</b>	FINALx
<b>Head of Service</b>	Jane MacEachran	<b>Date</b>	04/04/2013

### **1. Head of Service Statement**

This programme of improvements fits with the Legal and Democratic Services Vision and Business Plan.

The Legal and Democratic Services Vision is:

- to provide high quality advice, information and services to the Services of the Council in a timely and cost effective manner which supports the business of the Council.

The Legal and Democratic Services Business Plan sets out how the programme fits with the Smarter City agenda, Council's Five Year Plan and Corporate Governance Business Plan.

### **2. Improvements mapped to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

<b>ID</b>	<b>Improvement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
LDS1	<b>Improving access to democracy</b> – We will make greater use of technology and social media and promote democracy to younger people and marginalised groups.	X	X	X	X	X	X
LDS2	<b>Promotion of committee support services</b> – We will increase joint working with public sector organisations.	X			X	X	X
LDS3	<b>Legislative Change</b> – We will respond effectively to all legislative changes including that affecting delivery of Registrars service.	X	X	X	X	X	X
LDS4	<b>Improved Access to Archives</b> – We will increase availability and make access easier.	X	X				X
LDS5	<b>Legal Services – Service Review</b> – We will review the operation of legal services and implement significant transformational change.	X	X	X	X	X	X



## Service Improvement

<b>Improvement</b>	Improving access to democracy	<b>ID</b>	LDS1
<b>Author</b>	Martin Allan	<b>Version</b>	FINALx
<b>Approver</b>	Jane MacEachran	<b>Date</b>	05/04/13

### **1. Description**

#### **Current situation**

The Democratic Services Team has embraced developments to enhance access for its customers to the democratic process over the years and have been looking at further improving access.

There are great advances in social media and technology and as it stands the Council is required to keep up with the ever changing needs of its customers in this regard. Some of the technology that Democratic Services utilises at present can be further developed but greater investment is required to ensure that the Council can meet need.

The Team can also reach out to the communities to try and enable participation in the democratic process and for that participation to be as diverse as possible.

#### **Business need**

There is a need to grasp the advances in social media to get the message out to those who want it. Publish major committee/Council decisions, work with partners to achieve this, use all available types of social media i.e. podcast, Twitter, Facebook etc Councillors and Officers move to “paperless” meetings, Democratic Services work with contractor to make modern.gov as useful to the Council as possible, look at utilising Covalent to the best of its abilities i.e. to help with the Members’ enquiries process.

There is a need for local democracy to be more accessible and for the public to feel informed and engaged.

The service is currently undertaking extensive customer feedback at all levels, and it is expected that this will support the measures outlined as part of this improvement.

#### **Objective**

- ~To achieve paperless meetings
- ~To make modern.gov fit with required advances
- ~To use social media on a regular basis to get the message out about local democracy
- ~Host an Annual Hot Topic Debate
- ~Promote Local Democracy sessions in schools; invite modern studies classes to meetings
- ~Invite members of the local Polish community to investigate barriers to democracy

#### **Strategic fit**

Linked to 2013/14 – 2017/8 Five Year Workforce Plan and The Five Year Business Plan; also links to Smarter City themes of Smarter Governance and Smarter People.

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**Timing**

Push forward in 2013/14 with agreement on developments and get any finance into required plans.

**Stakeholders**

Customer Service and Performance  
Finance  
All other Council Services  
Councillors  
Public  
External Partners

**2. Impacts**

**Organisation**

- This may change the roles of staff in Democratic Services and other Teams

**Processes**

- This may change the processes within Democratic Services and other Teams

**People**

- This may have an impact on staff within Democratic Services and other Teams

**Technology**

- This will have a positive impact on technological processes in the Council

**Other Corporate Governance Services**

- Customer Service and Performance

**Other Council Services**

- Potentially all will be impacted.

**Other stakeholders**

- See above

**3. Links to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
LDS1	<b>Improving access to democracy</b> – We will make greater use of technology and social media and promote democracy to younger people and marginalised groups.	x	x	x	x	x	x

Comments:

The proposals are wide ranging and therefore are linked to all six themes.

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#### 4. Costs and Benefits-

##### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

##### Costs (£s)

Capital Expenditure	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

Revenue Expenditure (from existing budgets)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

Revenue Expenditure (additional required)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

##### Benefits (£s)

Benefits already attributed to existing PBB options (including ADM options)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

Additional benefits that this improvement will enable	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

Comments: Many of the proposals require the Council Chamber to have been upgraded so as to be able to support paperless meetings, webcasting/podcasting etc; until this proceeds and the precise technology to be incorporated is confirmed; the major improvements proposed under this theme cannot be costed accurately.

Contact with Moray Council, who have implemented such technology would indicate that there could be revenue requirements of £16k per annum in relation to leasing / subscriptions costs to enable webcasting/podcasting. Costs are thought to be council wide and not attributable to LD&S.

Other elements can be accommodated at low or insignificant cost. The elements relating to engagement with the community will also have minor costs.

##### 4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit
Increased turnout at elections	Voting figures	Increase in democratic legitimacy

Corporate Governance Improvement  
Business Case

4.3 Qualitative

Benefit	Measurement	Estimated benefit
More skilled workforce with different multi-functional skills	Training undertaken; competencies through review of work i.e. 121's and PR&D	Strengthen objectives and competency for PR&D
Improved service to customers	Increased customer satisfaction in terms of all aspects of work	Increased customer satisfaction

**5. Risks**

The risks associated with these improvements (specifically those ICT projects that require funding) will be covered in greater detail when business cases are developed.

## Service Improvement

<b>Improvement</b>	Promotion of committee support services	<b>ID</b>	LDS2
<b>Author</b>	Martyn Orchard	<b>Version</b>	FINALx
<b>Approver</b>	Jane MacEachran	<b>Date</b>	05-04-13

### **1. Description**

#### **Current situation**

We have established relationships with many public/third sector organisations, and carry out work for some of them on a paid basis already - i.e. the provision of clerking services. The availability of this type of service can be further promoted. Another service we could offer is more aspirational. It's not something we currently do to any great extent but there is a market for it. This would be carrying out an 'audit' of an organisation's governance arrangements or similar. This would likely involve initial desk research, interviewing key staff, observing meetings and producing a report with recommendations. A fee would be charged for the initial work. The report could recommend establishing a scheme of delegation, an equivalent of standing orders, orders of reference or a constitution - if the organisation wanted us to be involved in any follow-up work then a separate charge would apply. In addressing our relative inexperience in this field, we could work in partnership with colleagues in Legal and Finance if they were keen to be involved, although obviously this would dilute any income received. However, one of the main benefits of this type of work is not financial gain but the development of our team and giving staff greater confidence in terms of partnership working and carrying out work at a demanding level.

#### **Business need**

The service is currently undertaking extensive customer feedback at all levels, and this may demonstrate the need for greater flexibility of working, tailored services and a demand for additional services both internally and externally.

#### **Objective**

To develop more flexible ways of working, and ergo a more flexible workforce, working more closely with external partners, particularly those involved in community planning, whilst potentially providing a degree of additional income for the service.

#### **Strategic fit**

There are strong links to two of the Smarter City themes - (1) Smarter Governance (Participation); and (2) Smarter People (Social and Human Capital).

#### **Timing**

The initial focus, in 2013/14, will be on improving existing services, via increased use of benchmarking and customer feedback. The longer term aim, i.e. 2014/15 and beyond, will be to promote the various services available at present and in the future to public and third sector organisations - this may require an informal element of market testing.

#### **Stakeholders**

- Democratic Services staff
- CG staff - Legal, Finance and Customer Service and Performance

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- All Council services
- Elected members
- Public sector partners - e.g. NHS Grampian, Aberdeen University, RGU, Aberdeen College, Police and Fire
- Third sector partners and umbrella organisations - e.g. ACVO, VSA, Aberdeen Foyer

### 2. Impacts

#### Organisation

- If successful this improvement will be of benefit to the organisation in terms of improved partnership working and staff development

#### Processes

- Internal processes will need to be put in place

#### People

- Existing staff may need to be trained or links established with colleagues in Legal/Finance

#### Technology

- There is unlikely to be much of a technological impact

#### Other Corporate Governance Services

- Refer to People above - scope for joint working with Legal/Finance. Possible input from Customer Service and Performance in terms of Community Planning.

#### Other Council Services

- Should be positively impacted (see objective) but if staffing resources became stretched due to high uptake they could be negatively impacted.

#### Other stakeholders

- Should be positively impacted (see objective)

### 3. Links to the six inclusive themes

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
LDS2	<b>Promotion of committee support services –</b> We will increase joint working with public sector organisations	X			X	X	X

Comments:

There are obvious links with themes 1, 4, 5 and 6 in terms of (1) meeting the demands of external customers, as well as improving skills to better serve internal customers; (4) offering additional services which will further develop staff; (5) measuring performance in line with customer expectations and good working practice in general; and (6) endeavouring to provide the best level of service possible and good governance.

Corporate Governance Improvement  
Business Case

## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

Capital Expenditure	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

Revenue Expenditure (from existing budgets)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

Revenue Expenditure (additional required)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Benefits (£s)

Benefits already attributed to existing PBB options (including ADM options)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

Additional benefits that this improvement will enable	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Comments:

Benefits will be entirely dependent on customer demands and expectations. Revenue expenditure will predominantly be staff time; which is included in existing budget. Capital expenditure is likely to be nil. Benefits will be subject to agreement with customers and could be one-off in nature, for one-off or smaller pieces of work, or recurring for longer term projects or partnership arrangements.

### 4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit
Increased partnership working	Percentage of staff time; uptake of additional services	Staff improvement; improved external relations

### 4.3 Qualitative

Benefit	Measurement	Estimated benefit
More skilled and professional workforce	Training undertaken; competencies through review of work 1-1s;	Strengthen objectives and competency at PR&D

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	PR&D	
Improved service to customers	Increased customer satisfaction in terms of all aspects of work	Increased customer satisfaction

**5. Risks**

The risks associated with this improvement will be covered in the overarching business case in terms of customers purchasing services elsewhere or conversely the possible inability to meet the pace of customer demands.



## Service Improvement

<b>Improvement</b>	Legislative Change	<b>ID</b>	LDS3
<b>Author</b>	R M MacBeath	<b>Version</b>	FINALx
<b>Approver</b>	Jane MacEachran	<b>Date</b>	05-04-13

### **1. Description**

#### **Current situation**

The Registrars team transferred to Democratic Services in November, 2011, and since that time have been restructured. The DWP's Tell Us Once programme was introduced successfully in February, 2012, which brought with it considerable time savings for other services of the Council and wider governmental departments. The team is now seeking to improve further the service provided to the public whilst taking account of likely legislative changes. The introduction of nationality checking is now proceeding, which will meet a demand identified by the UK Borders' Agency and will generate additional income.

#### **Business need**

The service will require to comply with legislative changes which would be likely to change service delivery significantly, relating to the certification of same sex marriages in religious place (currently being consulted upon), death registration and e-registration (home registration). Minor ICT improvements will release staff at busy times, helping to reduce waiting times and thereby reduce complaints about these.

#### **Objective**

To comply with legislative requirements, and to provide minor ICT improvements which will free staff time by offering dedicated phone numbers for requests for copies of documents, etc.

#### **Strategic fit**

This will comply with the Smarter Living theme of Smarter City.

#### **Timing**

The Certification of Deaths (Scotland) Act 2014 change on death certification is effective from April 2014. Changes on possible home registration are likely in the 2018-20 period, minor ICT improvements will be made in 2013/14. Same sex marriage consultation is underway at present.

#### **Stakeholders**

The public and the Registrar General.

### **2. Impacts**

#### **Organisation**

- If registrations are permitted electronically, this would end the need for the public to come the Registrars' offices thereby reducing queues in Marischal and accordingly complaints about waiting times.

#### **Processes**

- In respect of same sex marriages, certificates would be issued by Registrars where they have no role at present so there would be an additional workload; in respect of

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changes to death certification, information being registered by staff would be checked live by an independent medical referee, who would have the ability to instruct the Registrar to stop the registration process for up to three days to allow the death to be investigated.

**People**

- There will be additional workloads placed upon staff as a result of the prospective legislative changes.

**Technology**

- Minor ICT equipment will be required to help free staff for dealing with customers.

**Other Corporate Governance Services**

- Nothing significant

**Other Council Services**

- Nothing significant

**Other stakeholders**

- There should be reduced waiting times for the public as a result of the minor ICT improvements, so the impact will be positive. As regards legislative change, the service to the public should be greater although those who are registering deaths which are put on hold will undoubtedly be inconvenienced and possibly unhappy or distressed.

**3. Links to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
LDS3	<b>Legislative Change</b> – We will respond effectively to all legislative changes including that affecting delivery of Registrars service.	x	x	x	x	x	x

Comments:

The improvements proposed will offer better services to the public. Staff will have wider experiences and knowledge and will be freed to undertake more work at busier times.

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## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

<b>Capital Expenditure</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (from existing budgets)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (additional required)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Benefits (£s)

<b>Benefits already attributed to existing PBB options (including ADM options)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Additional benefits that this improvement will enable</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

Comments: Minor ICT improvements have yet to be costed fully. This is ongoing. The costs of legislative change will be clearer once the proposals crystallise.

### 4.2 Quantitative (Non-Financial)

<b>Benefit</b>	<b>Measurement</b>	<b>Estimated benefit</b>
Free staff time for work with customers	Reduced waiting times and complaints about these	Improved customer service through reduced waiting times
Providing a wider service to the public	Reduced need for the public to travel (home registration)	As above

### 4.3 Qualitative

<b>Benefit</b>	<b>Measurement</b>	<b>Estimated benefit</b>
Better trained staff with wider experience	Greater knowledge about new subject area	More confident staff

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**5. Risks**

Additional workload relating to same sex marriages and changes to death certification unquantified; latter will potentially lead to public distress as a death registration is stopped by an independent medical referee for investigation.

ICT improvements sought not proving suitable in meeting needs.

## **Service Improvement**

<b>Improvement</b>	Improved Access to Archives	<b>ID</b>	LDS4
<b>Author</b>	Phil Astley	<b>Version</b>	FINALx
<b>Approver</b>	Jane MacEachran	<b>Date</b>	05-04-13

### **1. Description**

#### **Current situation**

Aberdeen City and Aberdeenshire Archives provides an archive service for both Aberdeen City Council and Aberdeenshire Council. The service is currently split between three locations:

- The Town House: providing storage (at three separate locations within the building) and public access (Wednesday to Friday)
- Old Aberdeen House: providing storage and public access (Monday to Wednesday)
- Whitemyres Avenue, where a quantity of records are kept in the corporate modern records store.

None of these buildings meet the “*British Standard for the Storage and Exhibition of Archival Materials*”, and all are operating at full capacity, making it difficult to accept any more collections of records. Furthermore, the split locations and opening hours are confusing to the public and are frequently difficult to cover with the requisite number of staff, due to illness or holidays.

#### **Business need**

The Archive service is well used by the public, with a very active outreach programme and a high profile which has recently included exposure on BBC TV’s “Who Do You Think You Are”? The core of the City’s collections, the medieval burgh registers dating back to 1398, are of national significance. They have been nominated for inclusion in UNESCO’s “Memory of the World” programme, the result of which is awaited. The Archives are also making a significant contribution to the 2017 UK City of Culture bid, and have achieved national recognition for their work in promoting ancestral tourism and the use of archives as an educational resource for schools.

Suitable additional storage will, however, be required to continue to provide an archive service into the 21<sup>st</sup> century. The Public Records (Scotland) Act imposes a duty on public authorities to make suitable provision for their records. The service is well used by internal users and the public alike, but could contribute still further to educational initiatives, for example, given better accommodation and the need to service just one rather than three locations.

‘Virtual’ storage is also required: a ‘digital repository’ to ensure the long term preservation of the Council’s electronic records needs to be established. Such a facility could be shared between Aberdeen City and Aberdeenshire Councils.

The current opening hours are confined to 09:30-16:30, Monday to Friday. Extended opening hours would enable the Archive to better cater for those users who are themselves working.

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### **Objective**

To develop a more coherent service to the two local authorities and to the public, while at the same time ensuring the long-term preservation of the oldest and most complete collection of burgh records in Scotland.

### **Strategic fit**

There are strong links to three of the Smarter City themes - (1) Smarter Governance (Participation); (2) Smarter Living (Quality of Life); (3) Smarter People (Social and Human Capital).

### **Timing**

Not known

### **Stakeholders**

- All Council services, particularly Legal & Democratic Services
- Public users
- Elected members
- Aberdeenshire Council; Moray Council

## **2. Impacts**

### **Organisation**

- If successful this improvement will be of benefit to the organisation and the public in terms of improved access to archival records. It will also significantly raise the profile of the Archive and the records in its care.

### **Processes**

- There will be no impact on processes in place.

### **People**

- The service could be run with the same number of staff if it were located in one building. A dedicated Education Officer would also help with the work that is being done with schools. Such a post could be shared with Museums and Galleries, for example, with the Archive contributing money for it from a post which is currently vacant.

### **Technology**

- There is a requirement to develop a digital repository for electronic records.

### **Other Corporate Governance Services**

- No specific impact.

### **Other Council Services**

- Should see a positive impact.

### **Other stakeholders**

- Should see a positive impact.

### 3. Links to the six inclusive themes

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
LDS4	<b>Improved Access to Archives</b> – We will increase availability and make access easier.	X	X				X

Comments:

There are links with themes 1, and 2 in terms of meeting the demands of external customers, as well as improving skills to better serve internal customers; and with 6 in terms of endeavouring to provide the best level of service possible and good governance.

- The single most important measure that would help improve the Archive is the consolidation of the service under one roof. It is recognised that this would involve commitment from the Capital budget. However, there may be knock-on benefits for other directorates within the Council, such as Education Culture and Sport which would be able to utilise Old Aberdeen House for the expanding St. Peter’s School if the Archive were to vacate the portion that currently occupies. The Archive is effectively the memory of the organisation, and in this sense an improved Archive will contribute towards improved business intelligence as well as customer service. It would also illustrate that the Council values its written heritage and has a vision of that heritage for the future in terms of the educational and the economic impact that it can make. This has very strong links to the City of Culture bid.
- Extended opening hours will improve customer service by the Archive by enabling users who work to visit out with normal office hours. There would be no additional cost in implementing this.
- Using the money from the vacant 0.5FTE Archive Assistant post to contribute towards the employment of an Education Officer (possibly shared with Museums and Galleries) would expand the contribution that we could make to schools in Aberdeen.

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## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

<b>Capital Expenditure</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (from existing budgets)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (additional required)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Benefits (£s)

<b>Benefits already attributed to existing PBB options (including ADM options)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Additional benefits that this improvement will enable</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Comments:

As mentioned in the body of the text, any new build/conversion would require commitment from the capital budget.

With our current set-up we can increase opening hours (at one building only) with no additional financial commitment. The employment of an Education Officer could also be partly met from a 0.5FTE post that is currently vacant.

### 4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit
Increased number of users	No of users	+20-30% on current figures

### 4.3 Qualitative

Benefit	Measurement	Estimated benefit
Improved service to customers	Increased customer satisfaction	Increased customer satisfaction.



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**5. Risks**

Failure to undertake these improvements will result in the inability to accession further archive material and therefore seriously impede continuity of the collections and hinder the service that is provided to users both now and in the future.

## Service Improvement

<b>Improvement</b>	Legal Services – Service Review	<b>ID</b>	LDS5
<b>Author</b>	Jane MacEachran	<b>Version</b>	FINALx
<b>Approver</b>	Jane MacEachran	<b>Date</b>	05-04-13

### **1. Description**

#### **Current situation**

The Management Team within Legal Services has been aware of the need to revisit both the structure and the manner in which services are delivered for some time. This was underlined by a recent Stakeholder Review commissioned during the latter part of 2012. Since the outcome of the review work has been undertaken to look at the structure, resources, roles and culture within the Service and different options for delivery of the Service. This is with a view to ensuring that the structure capacity skills and culture within Legal Services is best placed to provide comprehensive flexibility and innovative support required by the Council going forward.

#### **Business need**

The Stakeholder Review has demonstrated the need for more flexibility of working, project specific services and a demand for additional services.

#### **Objective**

An exploration and assessment of various structural and delivery options which will result in the support required by Services of the Council going forward.  
Redefinition of roles and responsibilities.  
Improved engagement with Services.

#### **Strategic fit**

Linked to 2013/14 – 2017/18 Five Year Workforce Plan and the Five Year Business Plan.  
Links to Smarter City Themes of Smarter Governance and Smarter People.

#### **Timing**

Implementation will be after proposed staff consultation which will take place in April.

#### **Stakeholders**

All Council Services  
Councillors  
Public  
External Partners

### **2. Impacts**

#### **Organisation**

This will change the roles of staff in Legal Services and may require further resource.

#### **Processes**

This will change the process within Legal Services.

#### **People**

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This will have an impact on staff within Legal Services and other teams.

**Technology**

Further technological resource may be required in the form of an improved case management system.

**Other Corporate Governance Services**

All

**Other Council Services**

All

**Other stakeholders**

See above.

**3. Links to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
LSD5	<b>Legal Services – Service Review</b> – We will review the operation of legal services and implement significant transformational change.	X	X	X	X	X	X

Comments:

The proposals cover all aspects of the provision of Legal Services therefore linked to all six themes.

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## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

Capital Expenditure	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Case management system upgrade	-	-	150,000	-	-	150,000
Total	-	-	150,000	-	-	150,000

Revenue Expenditure (from existing budgets)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

Revenue Expenditure (additional required)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Benefits (£s)

Benefits already attributed to existing PBB options (including ADM options)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

Additional benefits that this improvement will enable	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Reduction in external legal costs	-	(25,000)	(25,000)	-	-	(50,000)
Ongoing benefits	-	-	-	-	-	-
Total	-	(25,000)	(25,000)	-	-	(50,000)

#### Comments:

The current case management system is not fit for purpose to satisfy demand nor is it used across Legal. Furthermore it would be beneficial to have a combined case management and time recording system.

### 4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit
Greater throughput of work	Time recording	Customer satisfaction

### 4.3 Qualitative

Benefit	Measurement	Estimated benefit
Improved and varied skills in workforce	PR&D / Training	Customer satisfaction
Improved service and Council services		Customer satisfaction

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**5. Risks**

Referred to in overarching business case.

**Appendix 3 – Service Improvements**  
**Procurement**

## Service Group Summary

<b>Service Group</b>	Central Procurement Unit	<b>Version</b>	FINALx
<b>Head of Service</b>	Craig Innes	<b>Date</b>	04-04-13

### **1. Head of Service Statement**

It is recognised that best practice already exists in many areas within the Council however with every procurement exercise there is the ongoing need to demonstrate continuous improvement. Our aim is to focus on the development of the key themes of collaboration, efficiency maximisation, local supplier development, making better use of available technology, enhanced performance and contract management of our supplier/provider base, development of community benefit clauses, sustainability (both social and environmental) and adherence to mandatory governance requirements. This strategy supports the wider Corporate Governance Directorate Service Business Plan

### **2. Improvements mapped to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

<b>ID</b>	<b>Improvement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
CPU1	<b>Process Improvement &amp; Best Practice</b> – We will introduce an electronic auditable system for tendering activity and contract management process.	X	X	X	X	X	X
CPU2	<b>Supplier Development</b> – We will deliver a Positive Procurement Programme and creation of supplier guidance.	X	X	X		X	X
CPU3	<b>Customer Responsiveness</b> – We will undertake work planning with services prioritising procurements alongside allocation of responsibilities and accountabilities, and performance monitoring via survey.	X	X	X	X	X	X

## Service Improvement

<b>Improvement</b>	Process Improvement & Best Practice	<b>ID</b>	CPU1
<b>Author</b>	Aileen Davidson	<b>Version</b>	FINALx
<b>Approver</b>	Craig Innes	<b>Date</b>	05-04-13

### **1. Description**

#### **Current situation**

Council-wide there are various processes used for undertaking procurements and managing the resultant contracts. The Procurement Journeys are the best practice process that we have been rolling out to Services, and the Public Contracts Scotland (PCS) website is the main vehicle for advertising tenders. However, there is no auditable best practice established organisation-wide in the development of the procurement process and how it is managed thereafter. It is recognised that pockets of best practice already exist in many areas within the Council however a consistent approach is required.

#### **Business need**

The use of the national PCS-Tender system will allow us to utilise on-line bid submission and evaluation tools. Standardising a best-practice process and restricting the potential for errors during evaluation and communication with bidders will subject the Council to less risk and time spent managing procurements. The business would benefit from a consistent, auditable approach to the development of procurements and subsequent contract management process. There is a training need to provide this consistent approach. A more stream-lined and consistent mechanism for the return of tenders would also limit the time officers spend in the arrangement of tender openings and the subsequent transfer of these documents to stakeholders.

#### **Objective**

- A clear, defined and auditable process for undertaking a procurement exercise and managing the resultant contract thereafter
- A reduced amount of resource spent on opening and recording of tenders and circulating of tender documents.

#### **Strategic fit**

The Council's Procurement Strategy supports the wider Corporate Governance Directorate Service Business Plan. The Council's Procurement Strategy details that Corporate and certain strategic procurement activity across the Council is led by the Central Procurement Unit (CPU). There are also specialist areas within the Council where the procurement process is led by Services themselves, particularly in respect of the commissioning of Social Care Services for vulnerable people and Works projects relating to construction.

#### **Timing**

- A Committee report would need to be submitted to ask for Elected Members approval to proceed with this project. This project will require an amendment to Standing Orders. It is anticipated therefor that this would take 2 months of this Service Improvement timescale to get this authorisation.
- The roll-out of training and system usage will take approximately 12 months to



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complete thereafter.

### **Stakeholders**

Key Stakeholders include:

- CPU Category Managers
- CPU Team Members
- Social Care Commissioning Team
- Housing and Environment procurement personnel
- All Council Service staff who regularly procure goods and services in excess of £60K
- Public Contracts Scotland staff and users
- Elected Members
- Council Supplier Base

## **2. Impacts**

### **Organisation**

- This will produce a more efficient, consistent, auditable and less error-prone process for procurements, therefore producing more efficient procurements and exposing the Council to less potential challenges from suppliers on the procurement process.
- Reputationally the Council will be viewed in a more positive light by undertaking this change which should aid businesses at all levels and improve sustainability.

### **Processes**

- This will automate the process that is followed in relation to procurements and will produce an efficient, consistent, auditable and less error-prone process for procurements.
- Elected Members would not be required to open tender documents – as the process would be auditable electronically. Elected Members would still be approving the proposed procurements and spends in advance of the procurements being undertaken.
- Sustainability can be improved by the use of less paper in the tender submission and evaluation processes, with remote working being facilitated via access to this system from any network accessible point.

### **People**

- The implementation will require establishing a cross-service project team. Training of all staff regularly dealing with procurements.

### **Technology**

- The Council already has access to the main packages required (Microsoft Word and Excel). The Public Contracts Scotland website (hosted externally) is free to access for all Scottish Public bodies. The Scottish Government fund this website.

### **Other Corporate Governance Services**

- Members Support would no longer need to schedule Elected Members to attend tender openings.
- Jointly responsible /accountable for delivering the changed processes.

### **Other Council Services**

- Jointly responsible /accountable for delivering the changed processes.

### **Other stakeholders**

- Improvement to potential supply base that submitting a tender would no longer incur significant courier/postage costs and the potential for late submissions reduced owing to physical conditions/extension to exercises in adverse conditions would no longer

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need to be facilitated. Improvement in consistency of approach from the initial market engagement right through to contract management of the successful bidder.

**3. Links to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
CPU1	<b>Process Improvement &amp; Best Practice</b> – We will introduce an electronic auditable system for tendering activity and contract management process.	x	x	x	x	x	x

Comments:

The system will enable the Council to utilise a standard process with a standardisation of documentation. This will deliver a better service to CPU customers by providing a more easily accessible tender opening process.

The improved processes will lead to a more skilled workforce with better decision-making. Electronic, auditable records will lead to greater business intelligence and improved performance measurement.

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## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

<b>Capital Expenditure</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (from existing budgets)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Revenue Expenditure (additional required)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Benefits (£s)

<b>Benefits already attributed to existing PBB options (including ADM options)</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
		-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

<b>Additional benefits that this improvement will enable</b>	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Contract savings	-	(216,000)	(34,000)	-	-	(250,000)
Total	-	(216,000)	(34,000)	-	-	(250,000)

#### Comments:

The main costs for implementing this improvement are already covered within the Central Procurement Unit budget.

2 days of training for approximately 30 personnel are required for all service personnel tasked with undertaking procurements above £156,000.

The system will aid significantly with compliance to mandatory procedures thus reducing the Council's exposure to risks from disgruntled suppliers. The system will enable robust contract management methodology for strategic contracts.

The time spent undertaking tender opening, which involves 2 Elected Members one of our Procurement Assistants (approx. 3 hours per week are spent by our procurement assistants undertaking this, and for Elected Members approximately 1 hour). There is also a time-saving for Members Support not having to schedule these tender opening sessions.

There is an ongoing cost for undertaking contract management where this does not occur currently which should be balanced off by the savings made by managing contracts

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effectively. This is unfeasible to quantify – given the variety of contracts across the Council. Whilst time would need to be devoted to this area by many individuals who let contracts across the Council – this should result in improved supplier performance, improved efficiencies and improved pricing for the extension of contracts.

There are no restrictions on licenses using any of the systems proposed.

### 4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit
Staff and Elected Members not required to be physically present for tender opening.	Time spent on tender openings.	1 staff and 2 Elected Members per week not required to be physically present for tender opening.
Tender opening administration reduced.	Time spent to store Tender Opening Forms and costs of handling and storage in archives	No requirement to create Tender Opening Forms and store these in archives

### 4.3 Qualitative

Benefit	Measurement	Estimated benefit
More skilled and professional workforce	Training undertaken	Council subjected to less risk in procurements.
Consistent and comprehensive approach	Time spent in administering procurements and sorting out issues once a procurement is underway	Greater efficiency in procurements.
Improved management of contracts	Efficiencies made and savings produced	Savings produced

## 5. Risks

Insufficient capacity/capability of staff to undertake the prescribed processes

Lack of Buy-In from Stakeholders

## Service Improvement

<b>Improvement</b>	Supplier Development	<b>ID</b>	CPU2
<b>Author</b>	Aileen Davidson	<b>Version</b>	FINALx
<b>Approver</b>	Craig Innes	<b>Date</b>	05-04-13

### **1. Description**

#### **Current situation**

A large proportion of the supply-base across Aberdeen City is unaware of how to effectively engage with the Council in terms of supply. The roll-out of supplier training has commenced previously and been provided by external sources, however this has been of varying quality and has had a cost to the Council's Economic Development section to provide this. A programme of supplier engagement has been provided previously as a collaborative project between Aberdeen City and Aberdeenshire Councils.

#### **Business need**

The business would benefit from a more responsive supply-base who are able to meet the needs of the Council through effective tendering and who contribute to the local economy. This can be delivered by effective training programmes with the supply base and the use of suppliers' guidance. These training programmes encompass Meet the Buyer Events, Showcase Events, Procurement Surgery Events and 2 levels of training workshops covering how to tender more effectively to the Council. There are 12 events proposed in total which it is anticipated would cover between 200-300 local businesses.

#### **Objective**

- An educational programme open to all Aberdeen businesses
- An increased marketplace for Council requirements
- An improved quality of tender and resultant competitiveness.
- Raising staff awareness on the social, economic and environmental benefits that can be achieved through effective supplier engagement.

#### **Strategic fit**

The Council's Procurement Strategy supports local supplier development. Tendering procedures are currently being reviewed to streamline the way in which low risk low value contracts are tendered to reduce the engagement overheads borne by the suppliers and in doing so open up the market to those who would not ordinarily have participated. Part of this approach is only asking for what we need and ensuring that those requests are proportional to the risk and value of that procurement. The Council is a member of the national Supplier Development Programme which is a local authority partnership established to offer small and medium sized enterprises (SMEs) the opportunity to grow and diversify through procurement. Meet the Buyer events are active as are workshops for local SMEs which provide training, networking and development opportunities.

#### **Timing**

The roll-out of training is anticipated to be ongoing with a programme and associated materials to be delivered throughout 2013/14.

#### **Stakeholders**

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- Key Stakeholders include
- CPU Category Managers
- CPU Team Members
- All Services
- Locally Based Suppliers
- Voluntary Sector Providers

### **2. Impacts**

#### **Organisation**

- Improved tenders from local suppliers – efficiencies offered, less need to spend time answering bidders questions/clarifying tenders/disqualifying non-compliant tenders
- Improved competitiveness as more businesses bid for Council requirements.
- Less time spent on individual ad-hoc queries and freedom of information requests in relation to gaining business.
- Improved reputation of the Council with local businesses.
- Improved economic situation in Aberdeen with businesses enabled to more effectively tender for all public sector business.

#### **Processes**

- The programme requires to be set up, material generated by the CPU team, engagement with Economic Development and local supply base contacted to gain sufficient engagement levels.

#### **People**

- The implementation will require the input of Category Managers within the CPU.

#### **Technology**

- There are no additional technological requirements.

#### **Other Corporate Governance Services**

- Regular reviews with Economic Development to ensure they are satisfied with the process.

#### **Other Council Services**

- Ability to define and capture community benefits. Improved tenders from local businesses

#### **Other stakeholders**

- Suppliers will benefit from the experience of the CPU in how to gain business from the public sector by completing more effective tenders.

### **3. Links to the six inclusive themes**

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
CPU2	<b>Supplier Development</b> – We will deliver a Positive Procurement Programme and creation	x	x	x		x	x

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	of supplier guidance.					
--	-----------------------	--	--	--	--	--

Comments:  
This will deliver a better service to CPU customers by providing improved tenders from local businesses and an improved competitive market. Engaging with our supply-base will produce better efficiencies and gains in future contracts. Responsiveness to suppliers will be improved with a consistent communication message.

## 4. Costs and Benefits

### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

#### Costs (£s)

Capital Expenditure	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

Revenue Expenditure (from existing budgets)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

Revenue Expenditure (additional required)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

#### Benefits (£s)

Benefits already attributed to existing PBB options (including ADM options)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

Additional benefits that this improvement will enable	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

Comments:  
All costs shall be met within the current Central Procurement Unit budget, with no additional outlay required.

Costs of resource to deliver training is currently estimated and will depend on the format and participation at events.

The following are the assumptions and basis for the above noted costs:  
Staffing to deliver events (£3000):  
2 showcase events; 40 attendees at each (3 CPU presenters),  
2 x level 1 workshops; 10 attendees at each (2 CPU presenters),

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2 x advanced workshops; 10 attendees at each (2 CPU presenters)  
1 x meet the buyer event, 40 attendees (3 CPU presenters)  
4 x procurement surgeries; 10 attendees at each (7 CPU Presenters)  
(all CPU staffing hours costed on the basis of £20.43 p/h)

Staffing for Materials development (Presentations, Workbooks, Handouts) (£700) – one-off cost year 1 only. Materials production £250 based on (40 workbooks x 40 pages each + 200 handouts x 10 pages each x £0.06 per printed colour page). Refreshments to be provided – likely costs teas and coffees and biscuits, evening event more (buffet). £300.

Note there are no venue costs included as these will be provided within our own local authority facilities.

#### 4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit
Increased number of tenders/improved quality of tenders	Number of compliant tenders received	Less time spent evaluating tenders of poorer quality, more competitive pricing and efficiency proposals.
Economic Development within the Aberdeen City Area	Number of local suppliers awarded business from public bodies.	Increased Economic Development within the Aberdeen City Area. These are marketplace dependent and therefore not feasible to quantify.

#### 4.3 Qualitative

Benefit	Measurement	Estimated benefit
More skilled and engaged supply-base	Numbers undertaking training	50+ businesses with improved prospects of public sector business
Markets opened up and increased competitiveness	Numbers participating in tendering and improved tender pricing and offerings	Improved/controlled costs. Improved Efficiency

### 5. Risks

Lack of Buy-In from local suppliers



## Service Improvement

<b>Improvement</b>	Customer Responsiveness	<b>ID</b>	CPU3
<b>Author</b>	Aileen Davidson	<b>Version</b>	FINALx
<b>Approver</b>	Craig Innes	<b>Date</b>	05-04-13

### **1. Description**

#### **Current situation**

Each Category Manager is aligned to a group of services/directorates and undertakes procurement activity in line with requests from their specific service/directorate. Currently the procurement workflow requirements from Services is largely uncontrolled and sporadic with often little cognisance of the timescales required to undertake tender activity. This results in peaks of activity where delays in service may be experienced and time being spent on more transactional procurements rather than those of a strategic nature where there has been a lack of early engagement.

#### **Business need**

- The business would benefit from a more planned approach to annual procurement requirements, with resources being concentrated on the higher value, higher risk procurements where the highest impact can be made.
- The CPU will be in a strong position to assist all Services with the delivery of PBB4 savings many of which will entail strategic procurement activity.

#### **Objective**

- A workplan agreed with all directorates of all annual strategic procurement input required from the CPU
- Demarcated roles and responsibilities for Service procurement personnel for more transactional tenders
- Up-skilling of workforce to undertake transactional procurements
- Performance monitoring via Customer surveys
- Position the Council for implementation of the Government's Procurement Agenda.

#### **Strategic fit**

Corporate and certain strategic procurement activity across the Council is led by the Central Procurement Unit (CPU). Our strategy is to focus on the development of collaboration, efficiency maximisation, and enhanced performance. This strategy supports the wider Corporate Governance Directorate Service Business Plan

#### **Timing**

Engagement with Services to identify their contracting plans and gather information for the year ahead has begun. It is anticipated that this information gathering phase will be completed by the beginning of April, with agreement of Strategic involvement with Heads of Service to take place in the month thereafter, and subsequent up-skilling of service personnel to undertake more transactional procurements in the following 3 months thereafter.

#### **Stakeholders**

- Key Stakeholders include

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- Heads of Service
- Service personnel with procurement requirements
- CPU Category Managers
- CPU Team Members

### 2. Impacts

#### Organisation

- Improved prioritisation of procurement activities. More critical, strategic procurements delivered on time and within budget showing improved efficiency.

#### Processes

- A new process implemented whereby all annual procurement activity is planned and agreed at the start of the financial year, and progress reported on throughout the year. There will also be a standardisation of approach for strategic procurements and transactional procurements.

#### People

- Service personnel involved in procurement will need to be upskilled in order to take on their own procurement activities. This may require additional resource to be committed by Services. Category Managers within the CPU will work at a more strategic and less transactional level.

#### Technology

- There are no additional technological impacts.

#### Other Corporate Governance Services

- See People section above

#### Other Council Services

- See People section above.
- Opportunity to shape the service provided via input to customer surveys.

#### Other stakeholders

- No other impacts are identified.

### 3. Links to the six inclusive themes

Six inclusive themes:

1. Customer service
2. Business intelligence
3. Business Process Review
4. Staff development and workforce planning
5. Performance measurement and good practice
6. Vision, values and performance culture

ID	Improvement	1	2	3	4	5	6
CPU3	<b>Customer Responsiveness</b> – We will undertake work planning with services prioritising procurements alongside allocation of responsibilities and accountabilities, and performance monitoring via survey.	X	X	X	X	X	X

Comments:

This introduction of a proactive business process for identifying and prioritising future need will deliver a better service to CPU customers by providing a more systematic and

## Corporate Governance Improvement Business Case

prioritised approach to procurement involvement. Identifying all of the Councils contracting plans in advance allows better decision-making and opportunity identification (e.g. on a collaborative basis). Clearly aligned responsibilities and accountabilities will develop service procurement personnel, whilst an agreed workplan allows performance measurement and a performance culture to be developed.

### 4. Costs and Benefits

#### 4.1 Financial

The following tables show the various financial costs and benefits that align to this Improvement.

##### Costs (£s)

Capital Expenditure	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

Revenue Expenditure (from existing budgets)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

Revenue Expenditure (additional required)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
Item 1	-	-	-	-	-	-
Total	-	-	-	-	-	-

##### Benefits (£s)

Benefits already attributed to existing PBB options (including ADM options)	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

Additional benefits that this improvement will enable	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	Total
One off benefits	-	-	-	-	-	-
Ongoing benefits	-	-	-	-	-	-
Total	-	-	-	-	-	-

##### Comments:

This improvement shall be met within the current Central Procurement Unit budget.

Survey Services is likely to cost circa £250 p.a. – though this would need to be finalised (may well be possible to collaborate for these across Council and gain improved pricing).

#### 4.2 Quantitative (Non-Financial)

Benefit	Measurement	Estimated benefit
Timescales for the completion of procurements lessened.	Time taken to complete the Procurement journey.	Improved timescales on completion of strategic procurements

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Greater number of contracts awarded within one year	No of contracts awarded.	Greater number of contracts awarded within one year
Time targeted on procurements of the highest risk/value to the Council.	Less time spent on transactional procurements. Cashable benefits, deadlines met.	Lesser risk to the Council and improved outcomes from strategic tender activity. Cashable benefits, deadlines met

4.3 Qualitative

Benefit	Measurement	Estimated benefit
More skilled and engaged workforce	Numbers undertaking training	Knowledge sharing and enablement.

**5. Risks**

Insufficient capacity/capability of staff to undertake the prescribed processes
---

## **Appendix 4 – Glossary**

### **Glossary**

Please find attached a glossary of terms. If there are any other terms in the document you do not understand, please email [cqtransformation@aberdeencity.gov.uk](mailto:cqtransformation@aberdeencity.gov.uk) and an explanation will be added to the glossary.

<b>Term</b>	<b>Description/Meaning</b>
Access to Democracy	Encouraging the public to take part in the electoral process and local government.
Alternative Delivery Model (ADM)	Different ways of running council services through different providers or organisational methods.
Attendance Management	Encouraging our employees to be motivated in the workplace; maximising the presence of staff at work through measures to control sickness absence.
Benchmarking	Measuring our performance standards and comparing these with other organisations or our own performance over time.
Business partnering	Professional support service staff who work in close partnership with council services – assisting and enabling service managers to manage their business.
Capital implications	The impact of longer term investment decisions and investment requirements.
Change Management	Ways in which we respond effectively to the needs of our customers and other external factors through the development of capacity and skills within the organisation.
Channel optimisation	Encouraging customers to contact us in the most effective way
Community Planning	Local public agencies such as the police or NHS working together to plan and deliver services that make a difference to people's lives.
Corporate Governance Business Plan	A five year plan outlining activities and initiatives the directorate will undertake. The improvements in this business case are identified in the plan. It is available on the Zone by following the link on the Business Case Committee Report.
Corporate Governance Transformation Programme Board	The group of staff that will oversee the programme of improvement. This will be built on the existing Corporate Governance Senior Management Team.
Corporate Management Team (CMT)	The Chief Executive and Directors of the organisation.

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<b>Term</b>	<b>Description/Meaning</b>
Council five year financial plan/business plan	Council plans that set out what we will do and how we will do it, along with the operational challenges we will face for the next five years. Included are costs and the funding required to deliver these plans.
Cultural Transformation	How the attitudes, behaviour, values and practices of the organisation will change. Positive examples of this would be meeting the Performance Review and Development good practice statements around our core behaviours of professionalism, respect, communication and customer service.
Customer needs analysis	Collection and evaluation of data on how our customers rate our services and how they would like our services to be provided. Examples include customer satisfaction surveys and focus groups.
Dashboards	A computer screen report that organises and presents information as an illustration that is easy to read. For example, a collection of charts. It may be interactive to enable you to use the dashboard to find out more detailed information.
Data warehouse	A central store of multiple sources of data used for reporting and analysis.
Digitisation	Converting manual information or paper records to digital/electronic information.
Enterprise Architecture	An way of organising and planning business processes and IT infrastructure in a logical way that combines and standardises requirements to best meet the needs of the business.
Extended Senior Management Team (ESMT)	The Director, Heads of Service and the service managers that are their direct reports within each directorate.
External support	The use of contractor organisations, for example to support the implementation of IT systems, for running training courses and professional consultancy advice.
Finance Framework	An illustrated set of guidelines, roles and responsibilities for budget holders and finance staff - setting out clear competencies and our approach to meeting any gaps in competency.
Governance structure	The management, policies, guidance, process and decision making approach to the improvement programme.

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<b>Term</b>	<b>Description/Meaning</b>
Head of Service Statement	A statement from the Head of Service about the improvements in their service area.
Inclusive theme	The way in which improvements have been grouped together to develop consistent ways of working across the directorate.
Knowledge Management	A range of strategies and practices to use the information in the organisation and its analysis in the most effective way to support the council.
Legislative change	Change that affects the council as a result of new laws.
Local Authority Trading Company	A form of organisation that operates in the same way as a private company but is owned by a council.
Mobile and flexible working	Using technology to enable staff to access the council's systems when working away from their regular office space.
Partners	Other organisations (such as public sector organisations and charities) that work with the council and are have shared aims and objectives.
Priority-based budget	A process that ensures the council's budget is allocated correctly to deliver the priority services as identified in the Business Plan.
Revenue implications	The financial impact of decisions that apply to recurring annual expenditure and income of the council.
Scope	The breadth or activities to which the improvements apply.
Senior Management Team (SMT)	The Director and Heads of Service within the directorate.
Service Group Summary	A summary of the improvements in each service.
Service improvements	One or a number of actions or changes we will make to enable our services to be more effective and responsive to customers.
Service level agreements (SLA)	An agreement between the directorate and our customers setting out our service standards.
Single Outcome Agreement	An agreement between public agencies or partners working together to plan and deliver services in the city that will make a difference to people's lives and how these will be measured.
Smarter City	The council's vision for Aberdeen developed by Elected Members.
Stakeholders	Groups or individuals with an interest in the improvement of the directorate.

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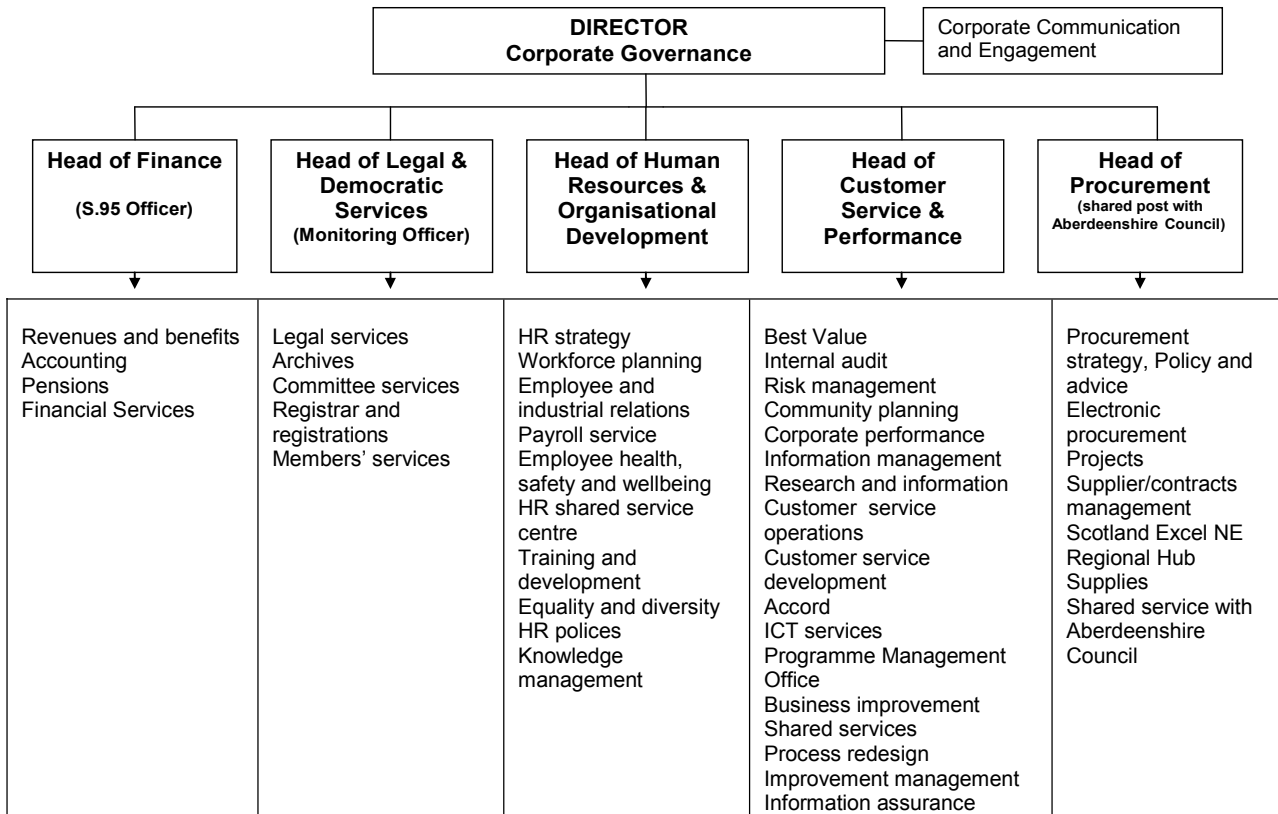
<b>Term</b>	<b>Description/Meaning</b>
Strategic fit	The way the business case links to other plans in the council and responds to changes and challenges from outside the council.
Supplier Development	How the council's suppliers liaise with the council to enable them to be more responsive.
Values	The principles, standards and qualities by which we work.
Vision	An explanation or ambition of what the directorate or service wants to become in the future, providing direction for activities and people.
Workforce planning	Ensuring the council has staff resource with capability, knowledge, talent and skills for future success.



Corporate Governance Improvement  
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**Appendix 5 - Directorate Structure**

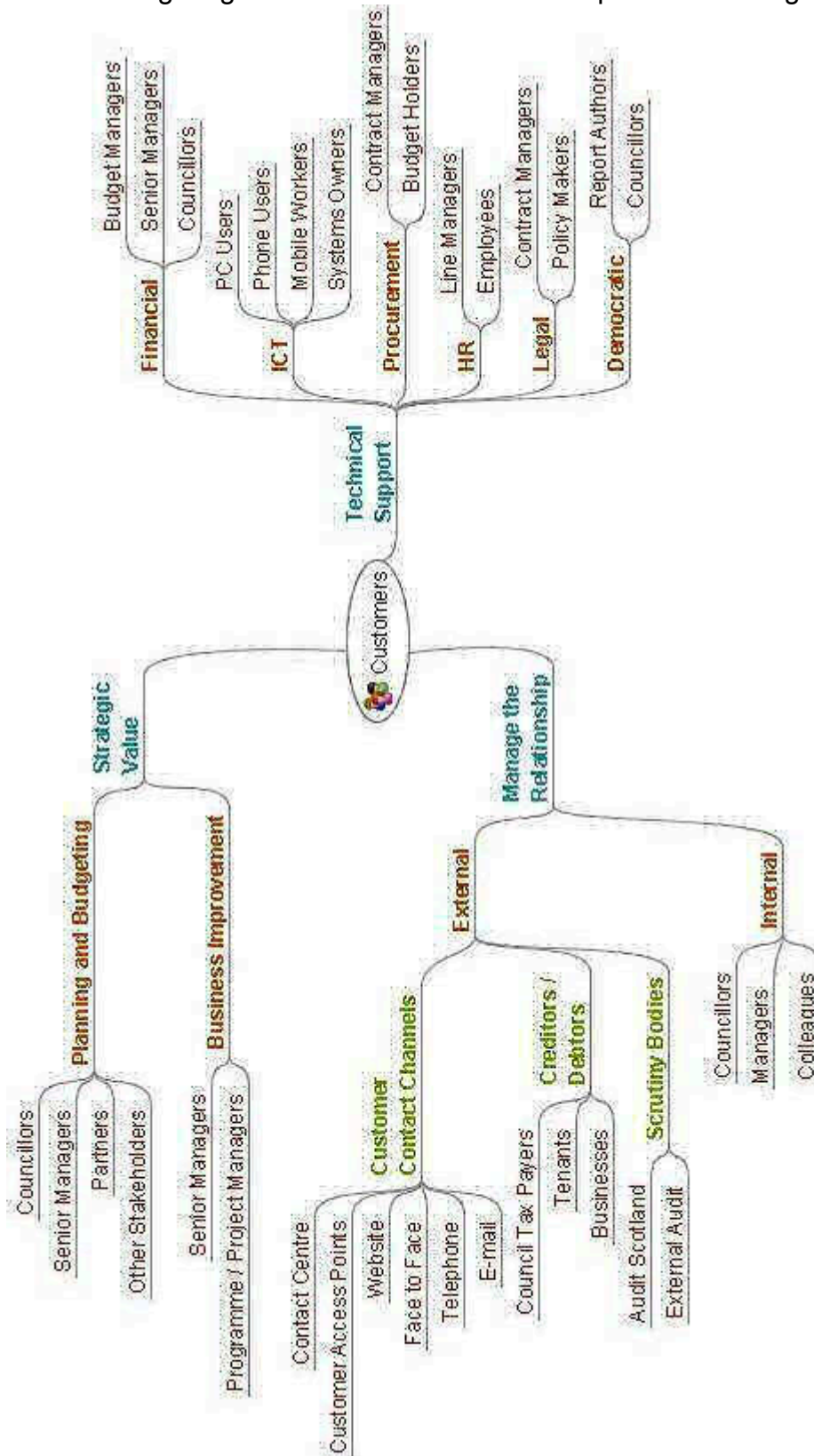
Corporate Governance provides the following services under the structure shown below:



## Appendix 6 - Directorate Customers

### Our Customers:

The following diagram illustrates the relationships with our range of customers:



## **Appendix 7 – Progress to Date**

### **Customer services management**

- We have opened an integrated customer service centre in Marischal College;
- We have reshaped customer service enabling the co-location of the Regional Communication Centre, Revenues and Benefits telephone team and the Customer Contact Centre;
- We have introduced a single customer service staffing model and commenced multi-skilling staff across functional areas;
- We are continuing to develop customer self-service options to drive down costs and enable customers to help themselves;
- More broadly, the move to the Marischal College was managed extremely effectively, with large numbers of staff, and their ICT requirements, relocated without disruption to customers;
- We redesigned the council website to better meet citizen requirements, focusing the design on the fulfilment of top tasks, driven by the user feedback and site analytics;
- We added further self-service functionality to the council website, allowing citizens to access a broader range of council services 24/7, including the application for the new residents' discount card;
- We established roles of **business partners** for the HR and finance functions, to manage the relationship with our internal customers and partners;
- We maintained the high accessibility of the council's website, ranking consistently in the top 10 of 430 UK websites. We also became the first Scottish council to include "open data" on our website, which allows the wider community to share our information for their own ICT applications;
- We developed the **online catalogue** of council-managed archives and increased availability through digitisation;
- The Central Procurement Unit was ranked as the second highest performing procurement function across all 32 Scottish local authorities after this year's national Procurement Capability Assessment (PCA).

### **Intelligence-led organisation**

- **Financial reporting** was significantly improved with more regular, accurate and current information presented to managers;

## Corporate Governance Improvement Business Case

- We have improved existing, and developed new, key **indicators to manage our performance**. We also improved access to, and use of, performance data through the creation of a single portal for performance “dashboards”;
- A **Programme Management Office** has been established to better support the planning, completion and benefits realisation of the council’s strategic priorities. Feedback from our internal auditors reflects significant positive progress to date;
- We further developed and improved our **risk management** arrangements through the updating of procedures, review of registers and mobilisation of a corporate risk officer group;
- We successfully moved the **internal audit** function to an external provider, simultaneously reducing costs, modernising our approach and giving access to unprecedented subject expertise;
- We received external validation through a positive **shared risk assessment** from our Local Area Network, whilst also developing our working relationships with inspection and regulation bodies.

### Partnership working

- We were awarded £25,000 funding by the National Endowment for Science Technology and the Arts (NESTA) to implement, as lead partner, a safe winter travel portal for citizens, working with Aberdeenshire Council. This is now in development;
- We facilitated the review of existing **community planning arrangements**, which refocuses the efforts of partners on providing clear strategic leadership and added value to service planning and delivery. This has put in place the groundwork to respond positively to a renewed national focus on Community Planning and Single Outcome Agreements;
- We improved the **engagement** with our internal customers, external customers and our partners. In particular, significant engagement was undertaken as part of the development of the council’s five-year business plan, and we directly heard the views of over 900 external customers through our customer survey. Their feedback is embedded within this business plan and shapes the services we deliver;
- We improved the engagement with our local businesses and voluntary sector through the introduction of our supplier development programme called the Positive Procurement Programme (PPP).
- We have progressed development of a policy on **community benefits through procurement with tangible results being recorded in relation to local apprenticeships schemes and back to work programmes in particular**. This is aligned to ongoing work on our supplier development programme;
- We supported **Grampian Police Board** throughout a Best Value Audit which resulted in a very positive report for the board’s operation;

## Corporate Governance Improvement Business Case

- We continued to work with our north-east partners to develop opportunities for **collaboration between organisations** including, mentoring, job shadowing and leadership programmes. The successful projects have resulted in cost savings and increased partnership working for the partners involved.

### Workforce planning and development

- We have produced a workforce plan aligned to the council's five-year business plan and budget - the first time this has been achieved by Aberdeen City Council.
- We planned, supported and delivered **improved training** to colleagues in all services, matching our resources to identified needs. We have increased flexibility in training through online interactive learning. Our support and delivery of training has had a tangible impact on performance of across the council;
- Within the directorate since the commencement of the Corporate Governance Directorate Business Plan a reduction over 24 months in staff absence from an average of 13.1 days per person to 7.0 days;
- Recognising the importance of effective communication and engagement with staff over the period of this plan, we established a Corporate Governance **Communications Group** comprising staff representatives from each section;
- We have continued to develop the employee benefits portal Accmybenefits.co.uk and launched an expanded range of salary sacrifice schemes. We continue to work with our contracted partner to improve the capability of the platform towards a total reward system in order to reduce the administrative burden of the schemes and improve the user experience. Significant focus will now be placed on communicating the benefits to staff across the Council.

### Financial management

- We developed and implemented a **priority-based approach** to budgeting and planning across the whole council (PBB). This included a detailed appraisal of all options for service delivery which, in turn, allowed the production of a costed five-year corporate business plan. This project involved an unprecedented level of engagement and consultation with service users, staff and other stakeholders. The PBB approach has received national recognition and is cited by Audit Scotland as best practice;
- Linked to the priority-based budgeting approach, we improved our **service business planning**. We have aligned the feedback we get from our customers, with our priorities, the action we will take, the data we use to measure our performance and the risks we need to manage;
- We improved our **accounting practices** to ensure better control and analysis of expenditure;
- We begun the modernisation of our corporate **ICT infrastructure** through the external management of our data centre and are piloting a virtual desktop environment;

## Corporate Governance Improvement Business Case

- We continued to deliver increased efficiencies from effective **procurement** through revised processes proportionate to risk and value of requirements;
- We successfully produced the council's annual accounts in compliance with internal financial reporting standards with an unqualified audit certificate, the first year the council was required to do so.

### **Business processes**

- We established **shared service centres** for both Human Resources and Finance with significant cost reductions achieved and are continuing work to map and increase the efficiency of processes;
- We centralised the **accounts payable** process, investing in an electronic document management system to improve performance, which by the end of the year was in the top quartile of Scottish councils;
- We improved **procurement and contract management** across the council, by revising our procedures and delivering substantial awareness raising and training;
- The Central Procurement Unit was rated 2<sup>nd</sup> across the 32 Scottish councils, after the most recent **procurement capability audits**. An improvement plan for Procurement has been approved by CMT for 2013/2014;
- We implemented modern.gov, an electronic solution for the **management of committee** papers, which has allowed us to significantly reduce our costs whilst improving the service for users. In addition, we now operate a committee alert system, which lets officers know when items are being considered at committee, reducing unproductive time;

Throughout the extensive changes highlighted above, we **maintained critical services** to a high standard, including council tax and benefits administration, payroll year-end processes, ICT helpdesk and effective management of key relationships.

## Appendix 8 – Strategic Fit

### External Factors

There are important external factors that will have an impact on the council and the directorate. These relate to the National and Local change agendas (financial, demographic, technological and political) and also to changes in good governance best practice and technology. Examples of such external factors in practice include welfare reform, the integration of social care and health and police and fire reform:

Financial	Demographic
<ul style="list-style-type: none"> <li>• Severe financial constraints</li> <li>• Increasing cost pressures</li> <li>• Commitment to “front office”</li> </ul>	<ul style="list-style-type: none"> <li>• Ageing population</li> <li>• Areas of deprivation</li> <li>• Increased demand for key services</li> <li>• Increasing ethnic diversity</li> <li>• Welfare Reform</li> </ul>
Technological	Political
<ul style="list-style-type: none"> <li>• Electronic service delivery</li> <li>• Mobile/flexible working</li> <li>• Opportunities for efficiency/productivity</li> </ul>	<ul style="list-style-type: none"> <li>• UK general election 2014/15</li> <li>• Public Services Reform</li> <li>• Referendum 2014</li> </ul>

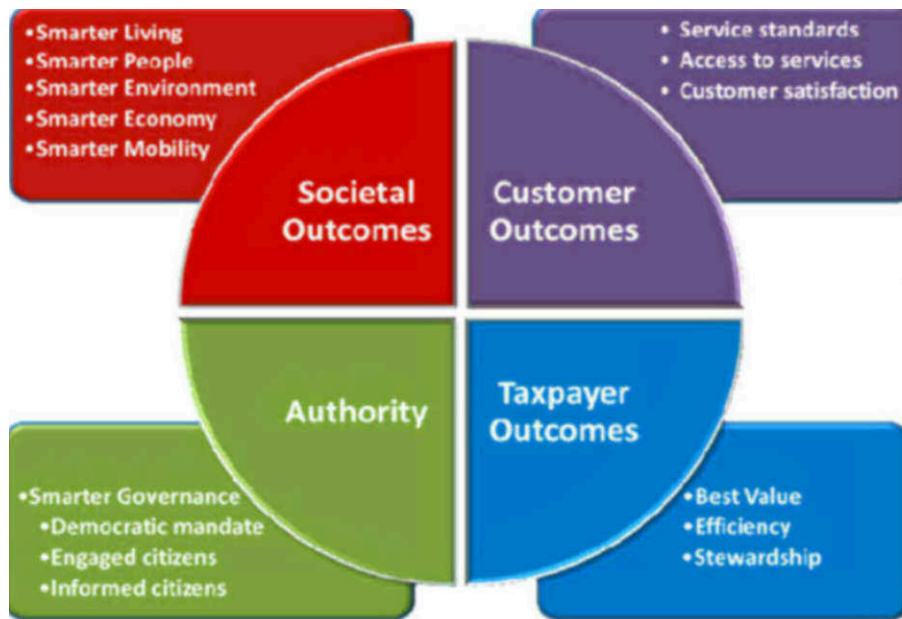
Responding to these factors is identified as a key element of the business need impacting the overarching business case. Individual service improvements also strongly reference the impact of external factors such as Welfare Reform on the Finance Service and the impact of technological change on the Customer Service and Performance service.

# Corporate Governance Improvement Business Case

## Single Outcome Agreement

The business case recognises the contribution of the directorate in supporting the achievement of outcomes for the citizens of Aberdeen, in partnership with other organisations through the outcome agreement. In particular the improvement CSP2 – Partnership Working – Community Planning supports this approach.

The diagram shown below illustrates how the public adds value to the outcomes for the city.





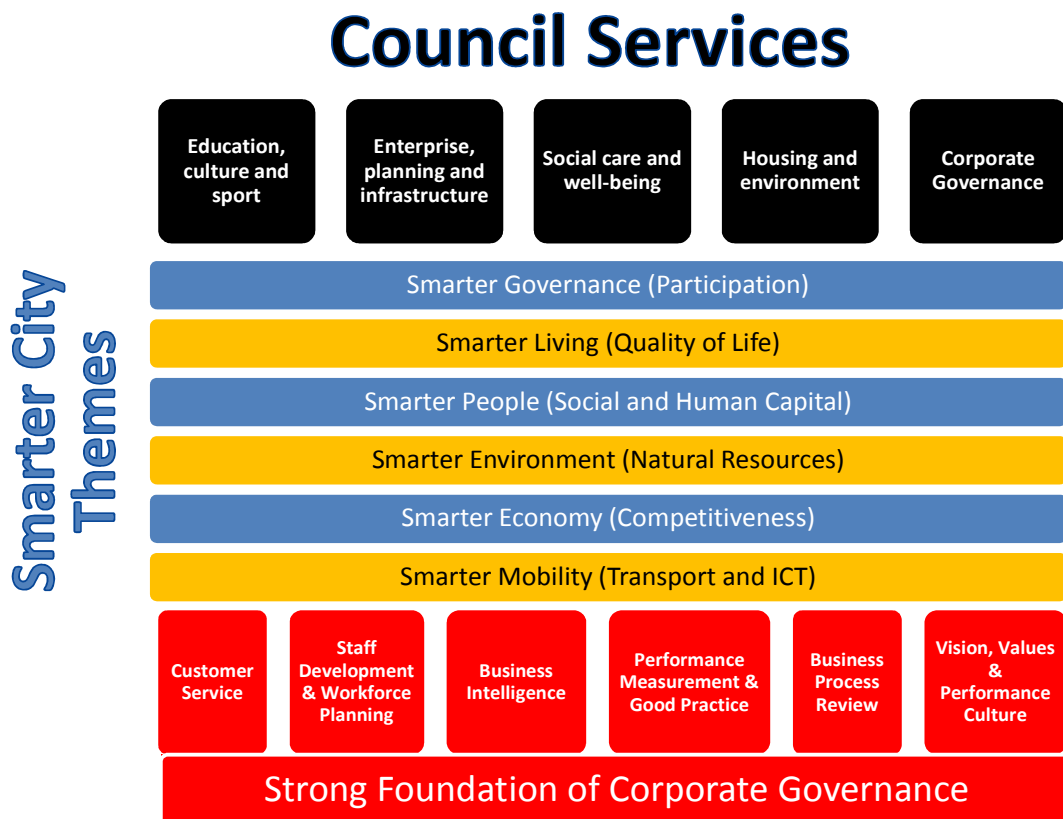
## Corporate Governance Improvement Business Case

### Smarter City

The council's vision for Aberdeen developed by our elected Members, is of an ambitious, achieving, smart city which:

- Develops an economy based on knowledge and innovation;
- Encourages more efficient use of greener resources which generates a competitive economy;
- Uses technology and data to enabled informed decisions to be taken;
- Enables citizens to interact in a city where there is a sense of place; and
- Encourages a form of governance which engages its citizens.

These themes cut across our recognised council service Directorates and recognise the links between our services, particularly as a customer might perceive them. For example the 'Smarter Living – Quality of Life' theme considers the overall well-being of our citizens and that this might be impacted by active, healthy lifestyles, quality of housing, equality of access and the importance of opportunities to arts and culture. This is illustrated in the diagram below.



The directorate supports the council's services directly and also looks to strengthen and support the delivery of the Smarter City priorities. As the diagram above demonstrates, it is important that a strong foundation of Corporate Governance supports the council's services and the Smarter City themes that support our citizens across service boundaries. Some particular projects directly support the Smarter City approach. Examples of this might include:

- Our professional staff recognise the cross-cutting nature of the service initiatives they support and their link to the Smarter City themes; close working relationships

## Corporate Governance Improvement Business Case

could allow advice to be targeted to the wider community planning outcomes rather than purely service management responsibilities. This will impact in improvements across the business case.

- Reviewing resources for alignment to priorities is identified through improvements CSP2 and Fin7.

## **Council Five Year Business Plan**

The Five Year Business Plan sets out the future strategic, operational and financial challenges for the council. The benefits of longer term financial planning means we are able to anticipate and plan for external pressures on service delivery, such as increasing demand for services by a growing older population.

The Five Year Business Plan is the basis of all our activity, the services we deliver and how we will realise our vision for the Smarter City set out in the last section.

Careful financial planning means the council is now in a strong financial situation and one that may be unique across local authorities in Scotland. However, the global economic situation and external financial pressures means we will have to continue to carefully manage our finances in the future and maintain service delivery in the most efficient way possible. We are not alone in this – the entire UK public sector is facing similar challenges.

The stable financial position achieved by Aberdeen City Council is based on the need to deliver the savings that have already been approved in the previous years of the Business Plan. The delivery of these savings is of vital importance for the council, since along with the rest of the UK public sector we will continue to face significant challenges over the next five years and beyond.

To ensure we maintain financial stability we will continue to implement all elements of the Five Year Business Plan including:

- Achieving all financial targets previously presented in the Business Plan;
- Using priority-based budgeting so our service delivery is priority led;
- Continuing to engage with staff, the public, businesses, local communities, the voluntary sector and partners on all aspects of service delivery;
- Seeking more ways to work with the community; and
- Continuing to work with the Scottish Government and the Convention of Scottish Local Authorities (COSLA) to achieve funding which reflects the contribution the city makes to the Scottish and UK economy.

## Corporate Governance Improvement Business Case

### **Corporate Governance Business Plan**

The Corporate Governance directorate business plan covers a five-year planning cycle from 2013/14 – 2017/18, with a focus on 2013/14, and is subject to annual review and update in line with the development of the corporate business plan.

To deliver these priorities, the Corporate Governance directorate has a vision: to support the modernisation of the council's services by providing high quality, cost effective services which put the customer at the centre.

In order to achieve this we will require a highly skilled and motivated workforce, committed to a clear set of values:

- Excellence
- Customer focused
- Teamwork
- Respecting others
- Openness and honesty
- Upholding the reputation of Aberdeen City Council

The directorate's business plan identifies factors which influence service needs, development and delivery. It outlines activities and initiatives which the directorate will undertake in order to achieve the council's smarter priorities as set out by the council's five-year business plan.

The improvements in this document form a key part of that business plan in section 6.

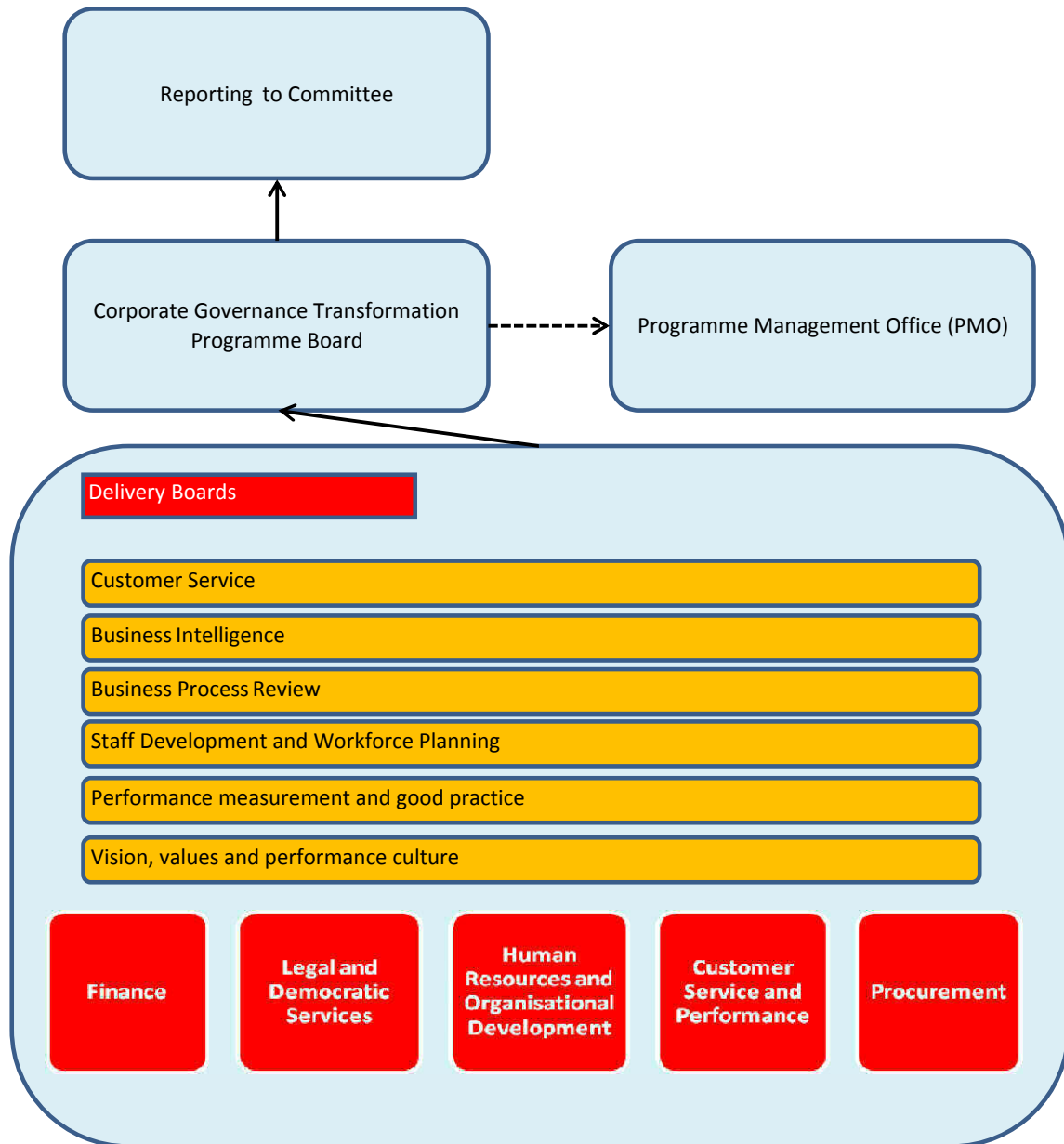
The business plan is supported by operational plans for the service sectors of the directorate. Regular reporting across all areas of the directorate on progress against our key priorities through a range of measures is made to the Corporate Policy and Performance; Finance and Resources; and Audit and Risk committees.

This vision and values underpin the proposals in this business case and how these will drive the performance culture of the directorate are set out in the Vision, Values and Performance Culture theme.

## **Appendix 9 – Overarching Timeline**



## Appendix 10 - Governance Structure



The Corporate Governance Transformation Board would be established building on the roles of the Corporate Governance SMT. Additional board members would be sought from the stakeholders of the programme, based on good project management roles and responsibilities.

The full governance arrangements and remit of the transformation board and delivery boards would be developed on approval of the programme.

## Appendix 11 - Revenue Implications

### Efficiencies Identified

Additional benefits that the improvements will enable:

		2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000
<b>Finance</b>					
<b>Fin4</b>	<b>Driving Process Improvement &amp; Efficiencies</b>				
	Staff efficiencies	(35)	(42)		
<b>HR&amp;OD</b>					
<b>HR1</b>	<b>Smarter Integrated Planning</b>				
	Staff efficiencies	(38)	(37)		
<b>L&amp;DS</b>					
<b>LDS5</b>	<b>Legal Services - Service Review</b>				
	Reduce external legal costs	(25)	(25)		
<b>Procurement</b>					
<b>CPU1</b>	<b>Process Improvement &amp; Best Practice</b>				
	Contract Savings	(216)	(34)		
<b>CS&amp;P</b>					
<b>CSP7</b>	<b>Enterprise Architecture</b>				
	Enterprise Architecture	(10)	(10)		
<b>CSP5</b>	<b>Channel Optimisation</b>				
	Staff efficiencies	(40)	(40)		
	Net saving per year	(364)	(188)		
	<b>TOTAL SAVING FROM ADDITIONAL BENEFITS</b>				<b>(552)</b>
<b>Benefits already attributed to existing PBB options (including ADM options):</b>					
		2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000
<b>CS&amp;P</b>					
<b>CSP1</b>	<b>Knowledge Management</b>				
	CG_CS_PMQ07 - Align Corporate Information & Research resource to work	(47)	0	0	0
<b>CSP2</b>	<b>Partnership Working – Community Planning</b>				
	CG_CS_FS03 - Reduce Fairer Scotland Fund	0	(250)		
<b>CSP3</b>	<b>Mobile &amp; Flexible Working</b>				
	CG_CS_PMO1 - Programme Management Office - Efficiencies	(5)	0	0	0
<b>HR&amp;OD</b>					
<b>HR1</b>	<b>Smarter Integrated Planning</b>				
	CG_HR_17 - Rationalise number of HR Management posts	(34)	0	0	0
	Net per year	(86)	(250)	0	0
	<b>TOTAL SAVING FROM EXISITING PBB OPTIONS</b>				<b>(336)</b>
<b>CORPORATE GOVERANCE TOTAL SAVINGS</b>		<b>(450)</b>	<b>(438)</b>	<b>0</b>	<b>0</b>
<b>(888)</b>					



## Appendix 12 - Capital Implications

### Capital Investment Streams

	2013/14	2014/15	2015/16	2016/17	2017/18	
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Finance</b>						
<b>Fin4</b>	<b>Driving Process Improvement &amp; Efficiencies</b>					
	Council tax and benefit letter matching	0	50	0	0	0
	Single place to update financial data / use of middleware	20	0	0	0	0
	eForms/electronic document management	0	60	0	0	0
	Supplier portal for self service	10	0	0	0	0
	eInvoice module	30	0	0	0	0
		60	110	0	0	0
	<b>Total for Finance</b>					<b>170</b>
<b>HR&amp;OD</b>						
<b>HR1</b>	<b>Smarter Integrated Planning</b>					
	New HR/Payroll System	0	0	750	750	0
		0	0	750	750	0
	<b>Total for HR&amp;OD</b>					<b>1,500</b>
<b>L&amp;DS</b>						
<b>LDS5</b>	<b>Legal Services - Service Review</b>					
	Case management system upgrade	0	0	150	0	0
		0	0	150	0	0
	<b>Total for LD&amp;S</b>					<b>150</b>
<b>CS&amp;P</b>						
<b>CSP1</b>	<b>Knowledge Management</b>					
	Business Intelligence - Corporate Governance wide	62.5	125	62.5	0	0
	Content Management - Corporate Governance wide	100	0	0	0	0
<b>CSP3</b>	<b>Mobile &amp; Flexible Working</b>					
	ICT Infrastructure within CG	50	0	0	0	0
<b>CSP4</b>	<b>Customer Service Improvement Programme</b>					
	Service & Asset Management system	0	150	0	0	0
	Upgrade and development of Lagan		200	0	0	0
<b>CSP5</b>	<b>Channel Optimisation</b>					
	Citizen Validation & authentication	0	100	0	0	0
	Phone Self service, voice recognition	0	100	0	0	0
	Automated SMS solution	0	25	0	0	0
	Online Customer Assistance Tools	0	25	0	0	0
	Web self service	0	35	0	0	0
<b>CSP6</b>	<b>City Wide Network Improvements</b>					
	Server Virtualisation Infrastructure for ACC based server estate (within educational establishments)	180				
	Resiliency and Redundancy on Core Networks	150	300	300		
	Improved Network Bandwidth		200	200		
	Improve range of IP Telephony		300	200		
		542.5	1,560	762.5	0	0
	<b>Total for CS&amp;P</b>					<b>2,865</b>
<b>TOTAL CAPITAL INVESTMENT</b>						
		<b>602.5</b>	<b>1,670</b>	<b>1662.5</b>	<b>750</b>	<b>0</b>
						<b>4,685</b>

### Note

Part of a separate business case, capital investment for:

<b>CSP8</b>	<b>City Wide Network Improvements</b>					
	Data Centre Technologies	0	0	250	2,750	0
						<b>3,000</b>

## Appendix 13 - Investment and Efficiencies Summary

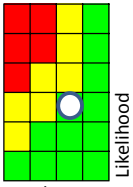
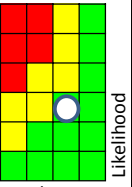
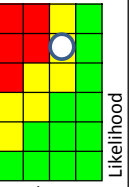
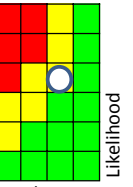
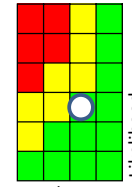
### Corporate Governance - Investment & Efficiencies

Service Improvement	<u>Capital Investment</u>			<u>Efficiencies</u>		
	2013/14 £'000	2014/15 £'000	2017/18 TOTAL £'000	2014/15 £'000	2015/16 £'000	2017/18 £'000
<u>Finance</u>						
Fin4	60	110	0	(35)	(77)	(77)
<b>Total for Finance</b>	<b>60</b>	<b>110</b>	<b>0</b>	<b>(35)</b>	<b>(77)</b>	<b>(77)</b>
<u>HR&amp;OD</u>						
HR1	0	0	750	(72)	(109)	(109)
<b>Total for HR&amp;OD</b>	<b>0</b>	<b>0</b>	<b>750</b>	<b>(72)</b>	<b>(109)</b>	<b>(109)</b>
<u>L&amp;DS</u>						
LDS5	0	0	150	(25)	(50)	(50)
<b>Total for L&amp;DS</b>	<b>0</b>	<b>0</b>	<b>150</b>	<b>(25)</b>	<b>(50)</b>	<b>(50)</b>
<u>Procurement</u>						
CPU1	0	0	0	(216)	(250)	(250)
<b>Total for Procurement</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(216)</b>	<b>(250)</b>	<b>(250)</b>
<u>CS&amp;P</u>						
CSP1	162.5	125	62.5	(47)	(47)	(47)
CSP2	0	0	0	0	(250)	(250)
CSP3	50	0	0	(5)	(5)	(5)
CSP4	0	350	0	0	0	0
CSP5	0	285	0	(40)	(80)	(80)
CSP6	330	800	700	0	0	0
CSP7	0	0	0	(10)	(20)	(20)
<b>Total for CS&amp;P</b>	<b>543</b>	<b>1,560</b>	<b>763</b>	<b>(102)</b>	<b>(402)</b>	<b>(402)</b>
<b>TOTAL CAPITAL INVESTMENT / EFFICIENCIES</b>	<b>602.5</b>	<b>1,670.0</b>	<b>1,662.5</b>	<b>(450)</b>	<b>(888)</b>	<b>(888)</b>

Note	<u>Other approved capital funding</u>			<u>Other Capital Investment Bid</u>		
	2013/14 £'000	2014/15 £'000	2017/18 £'000	2013/14 £'000	2015/16 £'000	2017/18 £'000
CSP6	0	0	2,750	0	250	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>2,750</b>	<b>0</b>	<b>250</b>	<b>0</b>

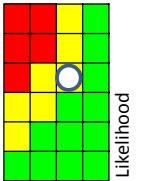
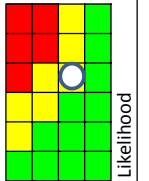
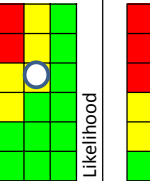
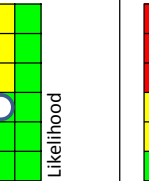

## Appendix 14 - Risk Register

### Corporate Governance Improvement Programme

No	Category	Description	Potential Consequences of Risk	Risk Mitigation Measures	Risk Matrix	Risk Score
1	Financial	Failure to secure sufficient funding for investment and associated implementation costs to maximise transformational impact	Inability to deliver programme and subsequent benefits; lack of resilience of technology	Identification of £4.7m investment from capital and revenue sources, continuous monitoring of investment programme	 Likelihood	6
2	Financial	Inability to deliver sustainable savings targets within defined timescales	Alternative savings with increased impact required; council unable to deliver a balanced budget	Planning and monitoring of improvement programme; strongly planned programme with links to strategic impact	 Likelihood	6
3	Delivery	Insufficient capacity, skills and or capability to deliver the required improvements	Inability to deliver programme and subsequent benefits; impact on staff members	Plans within programme to support capacity, skills and capability with internal and external support	 Likelihood	10
4	Delivery	Lack of buy in from key stakeholders	Inability to deliver programme and subsequent benefits; benefits do not meet customer needs	Comprehensive stakeholder engagement programme.	 Likelihood	8
5	Delivery	Ability to provide integrated services compromised as a result of the formation of arms length organisations.	Programme scope and benefits impacted.	Programme recognises importance of continuous review of changing customer need. Partnership working with services as decisions made regarding arms length organisations or other organisational change.	 Likelihood	6

**Appendix 14 - Risk Register**

**Corporate Governance Improvement Programme**

No	Category	Description	Potential Consequences of Risk	Risk Mitigation Measures	Risk Matrix	Risk Score
6	Delivery	Lack of effective project and change management leads to a drop in service quality during transformation.	Inability to deliver programme and subsequent benefits; benefits do not meet customer needs	Programme governance arrangements and support for staff to develop project and change management skills	 Likelihood	8
7	Scope	Customers may choose to purchase their services elsewhere due to a change in requirements	Programme scope and benefits impacted.	Programme recognises importance of continuous review of changing customer need.	 Likelihood	8
8	Scope	Individual improvements cease to be viable, desirable or achievable	Programme scope and benefits impacted.	Programme governance arrangements continuously monitor individual improvement actions	 Likelihood	8
9	Political	Alternative vision proposed by elected members. Political change in priorities diverts resource from transformation	Programme scope and benefits impacted.	Effective stakeholder engagement. Programme governance leads to reinforcement of ongoing justification of business case. Programme flexible to respond to changing organisational needs	 Likelihood	6
10	Political	Wider national, regional political agendas impact on resource	Programme scope and benefits impacted.	Effective stakeholder engagement. Programme flexible to respond to changing organisational needs	 Likelihood	12

**Appendix 14 - Risk Register**

**Corporate Governance Improvement Programme**

No	Category	Description	Potential Consequences of Risk	Risk Mitigation Measures	Risk Matrix	Risk Score
11	Quality	Inability to change at pace where required to meet customer demands	Benefits do not meet the needs of the customer	Effective stakeholder engagement and partnership approach to option development. Customer Service theme supports customer need. Justification of proposals and effective management of expectations	<p>Likelihood</p>	8
12	Quality	Failure to effectively research appropriate solutions, business processes and customer needs before a decision is made	Inability to deliver programme and subsequent benefits; benefits do not meet customer needs; scope impacted	Planning and monitoring of improvement programme; up skilling of staff to develop business process review and research skills	<p>Likelihood</p>	6
13	Quality	Improvement options for the directorate impact negatively on customers (in particular internal customers identified)	Benefits do not meet customer needs; impact on ability of organisation to meet its service objectives	Effective stakeholder engagement and partnership approach to option development. Customer Service theme supports customer need.	<p>Likelihood</p>	6
14	Benefits	Anticipated outcomes of improvements not achieved	Benefits do not meet customer needs; impact on ability of organisation to meet its service objectives	Planning and monitoring of improvement programme; effective development of performance measures	<p>Likelihood</p>	8
15	Technological	Pace of change of technology means improvements become obsolete	Programme scope and benefits impacted.	Programme flexible to respond to changing needs. Programme governance reflects changes in external environment.	<p>Likelihood</p>	9

Assignment of risk owners and review dates will be agreed at initiation of project governance

**Appendix B – Equality and Human Rights**

**Impact Assessment - the Form**



# Equality and Human Rights Impact Assessment - the Form

There are separate guidance notes to accompany this form – “Equality and Human Rights Impact Assessment – the Guide.” Please use these guidance notes as you complete this form. Throughout the form, **proposal** should be understood broadly to include the full range of our activities and could refer to a decision, policy, strategy, plan, procedure, report or business case, embracing a range of different actions such as setting budgets, developing high level strategies and organisational practices such as internal restructuring. Essentially everything we do!

## STEP 1: Identify essential information

1. Committee Report No.

2. Name of proposal.

3. Officer(s) completing this form.

Name	Designation	Service	Directorate
Carol Wright	Senior Finance Officer (Projects)	Finance	Corporate Governance

4. Date of Impact Assessment.

5. When is the proposal next due for review?

6. Committee Name.

7. Date the Committee is due to meet.

8. Identify the Lead Council Service and who else is involved in delivering this proposal (for example other Council services or partner agencies).

All services within Corporate Governance are jointly responsible for the delivery of the thirty one Service Improvements detailed in the CG Improvement Business Case. Corporate Governance is an “enabling” service to the rest of the council; therefore all Directorates will benefit from these improvements.

9. Please summarise this Equality and Human Rights Impact Assessment (EHRIA). This must include any practical actions you intend to take or have taken to reduce, justify or remove any adverse negative impacts. This must also include a summary of how this proposal complies with the public sector equality duty for people with protected characteristics - see Step 2. **Please return to this question after completing the EHRIA.**

This EHRIA summarises the impact overall of the thirty one Service Improvements within the CG Improvement Business Case.

The report requests authority for the Director of Corporate Governance to progress the planned programme of improvements which will outline the delivery of £888k of savings over the two years 2014/15 and 2015/16.

These are the savings for which the impact on equality groups was addressed in the approval of the indicative 5 year position in February 2011 & February 2012– EHRIAs having been prepared and published at that time. Corporate Governance review and amend EHRIAs as required in the implementation of individual savings measures.

The report also outlines where investment of £4,685m approved in the 2013 budget should be authorised in order to progress the improvement programme.

10. Where will you publish the results of the Equality and Human Rights Impact Assessment? Tick which applies.

- Para 9 of EHRIA will be published in committee report in Section 6 “Impact”
- Full EHRIA will be attached to the committee report as an appendix
- Copied to Equalities Team to publish on the Council website

## STEP 2: Outline the aims of the proposal

11. What are the main aims of the proposal?

To provide Committee with details of the service improvement to be undertaken by Corporate Governance to deliver the savings over the next 5 years based upon the indicative budget.

12. Who will benefit most from the proposal?

The successful delivery of these improvements will improve the service delivered by Corporate Governance both internally and externally. The investment will ensure deliverability of improvements on a sustainable basis and contribute significantly to the ongoing success of Aberdeen City Council.



13. You should assess the impact of your proposal on equality groups and tell us how implementing this proposal will impact on the needs of the public sector equality duty to: eliminate discrimination, harassment and victimisation; advance equality of opportunity; and foster good relations.

The council in anticipation of setting its budget for 2011/12 undertook an extensive priority-based budgeting (PBB) exercise that reviewed all costs being incurred across council services over a five year period. This led to the production of a five-year business plan outlining the financial position over the five years and this has been updated and approved at February 2013 Council to reflect a more detailed understanding of the cost pressures, financial out-turn and Scottish Government settlement figures.

The impact on equality groups was addressed in the approval of the indicative 5 year position in February 2011 & February 2012– EHRIAs having been prepared and published at that time. Corporate Governance will review and amend EHRIAs as required as we implement individual savings measures.

**STEP 3: Gather and consider evidence**

15. What **evidence** is there to identify any potential positive or negative impacts in terms of involvement, consultation, research, officer knowledge and experience, equality monitoring data, user feedback and other? You must consider relevant evidence, including evidence from equality groups.

This EHRIA informs Committee that the impact on equality groups was addressed in the approval of the indicative 5 year position in February 2011 & February 2012– EHRIAs having been prepared and published at that time. Services review and amend EHRIA as required in the implementation of the PBB Savings.

**STEP 4: Assess likely impacts on people with Protected Characteristics**

16. Which, if any, people with protected characteristics and others could be affected positively or negatively by this proposal? Place the symbol in the relevant box. Be aware of cross-cutting issues, such as older women with a disability experiencing poverty and isolation.

**Please note that as expressed above savings have been approved by Council; any impact upon “protected characteristics” was addressed in the published EHRIA for already approved savings included in the baseline budget for the rolling 5 year period. This information will be reviewed at implementation.**

(Positive +, neutral 0, - negative)

Protected Characteristics					
Age - Younger		Disability		Gender	
Older				Reassignment*	
Marriage or Civil Partnership		Pregnancy and Maternity		Race**	

Equality and Human Rights Impact Assessment – the Form.

Religion or Belief		Sex (gender)***		Sexual orientation****	
Others e.g. poverty					

Notes:

- \* Gender Reassignment includes Transsexual
- \*\* Race includes Gypsy/Travellers
- \*\*\* Sex (gender) i.e. men, women
- \*\*\*\* Sexual orientation includes LGB: Lesbian, Gay and Bisexual

17. Please detail the potential positive and/or negative impacts on those with protected characteristics you have highlighted above.

In making the assessment you must consider relevant evidence, including evidence received from individuals and equality groups. Having considered all of these elements, you must take account of the results of such assessments. This requires you to consider taking action to address any issues identified, such as removing or mitigating any negative impacts, where possible, and exploiting any potential for positive impact. If any adverse impact amounts to **unlawful discrimination**, the policy must be amended to avert this. Detail the impacts and describe those affected.

Positive impacts (describe protected characteristics affected)	Negative Impacts (describe protected characteristics affected)
---	---

**Please note that as expressed above savings have been approved by Council; any impact upon “protected characteristics” was addressed in the published EHRIA for already approved savings included in the baseline budget for the rolling 5 year period. This information will be reviewed at implementation.**

**STEP 5: Human Rights - Apply the three key assessment tests for compliance assurance**

18. Does this proposal/policy/procedure have the potential to interfere with an individual's rights as set out in the Human Rights Act 1998? State which rights might be affected by ticking the appropriate box(es) and saying how. **If you answer "no", go straight to question 22.**

- Article 3 – Right not to be subjected to torture, inhumane or degrading treatment or punishment
- Article 6 – Right to a fair and public hearing
- Article 8 – Right to respect for private and family life, home and correspondence
- Article 10 – freedom of expression
- Other article not listed above

**How?**

**Not applicable**

**Legality**

19. Where there is a potential negative impact is there a legal basis in the relevant domestic law?

**Not applicable**

**Legitimate aim**

20. Is the aim of the policy identified in Steps 1 and 2 a legitimate aim being served in terms of the relevant equality legislation or the Human Rights Act?

**Not applicable**

**Proportionality**

21. Is the impact of the policy proportionate to the legitimate aim being pursued? Is it the minimum necessary interference to achieve the legitimate aim?

**Not applicable**

**STEP 6: Monitor and review**

22. How will you monitor the implementation of the proposal? (For example, customer satisfaction questionnaires)

A formal monitoring and reporting process exists for regular spend to budget information being presented to Corporate Management Team and Committees/Council as required.

Individual savings within the budget are monitored via the Sponsoring Group.

23. How will the results of this impact assessment and any further monitoring be used to develop the proposal?

The EHRIA prepared for the already approved savings are reviewed and amended as necessary should there be any change in the method of implementation of the savings. EHRIA will be reviewed or created as relevant for the individual service improvements as they are scoped / progressed.

### STEP 7 SIGN OFF

The final stage of the EHRIA is formally to sign off the document as being a complete, rigorous and robust assessment.

Person(s) completing the impact assessment.

Name	Date	Signature
Carol Wright	9 April 2013	

Quality check: document has been checked by

Name	Date	Signature
Barry Jenkins	9 April 2013	

Head of Service/ Director (Sign-off)

Name	Date	Signature
Stewart Carruth	9 April 2013	

### Now –

Please send an electronic copy of your completed EHRIA - without signatures - together with the proposal to:

Equalities Team  
Customer Service and Performance  
Corporate Governance  
Aberdeen City Council  
**Business Hub 13**  
Second Floor North  
Marischal College  
Broad Street  
Aberdeen  
AB10 1AB

Telephone 01224 523039 Email [sandrab@aberdeencity.gov.uk](mailto:sandrab@aberdeencity.gov.uk)