

# Legal & Democratic Services

## Service Improvement Plan 2017/2018

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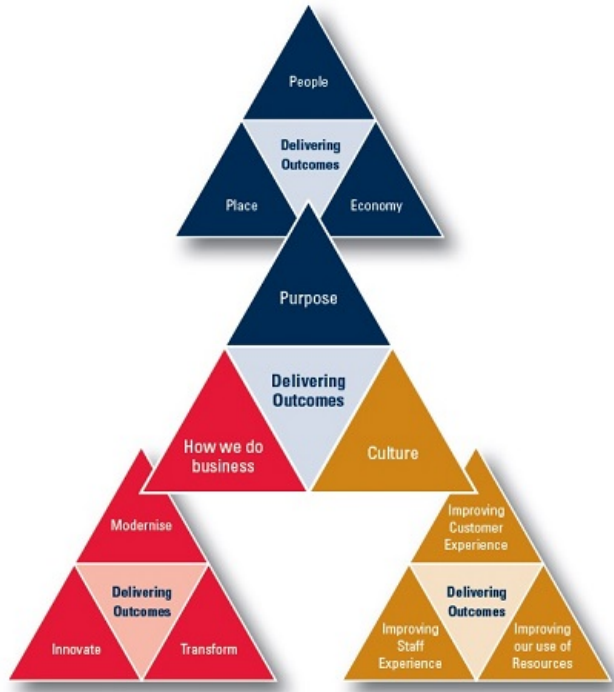
# 1. Introduction and Service Description

## Shaping Aberdeen

Shaping Aberdeen sets out our overriding purpose that is to:

***“to ensure the people and place prosper and to protect the people and place from harm”***

It outlines the Council’s aspirations and how we do business and shape our culture in order to get there. The Council’s Strategic Business Plan (approved on 22 February 2017) set out our business priorities and deliverables for 2017/18 which contribute to our purpose.



***Shaping Aberdeen has 3 parts:***

### ***Our purpose - What Our Business is***

To ensure the alignment of all Council strategies and plans to the Community Planning Partnership’s vision as set out in its Local Outcome Improvement Plan (LOIP) and to ensure clear delivery plans for the Council’s own set of strategies and priorities.

### ***How we do business***

The modernisation and transformation of how we deliver our services through making best use of technology.

### ***How we behave as an organisation (Culture)***

Capable, confident, engaged and positive *staff* who deliver excellent *customer* service and consciously make best use of our *resources*. An organisation that maintains its focus on its customers, its staff and how it uses the resources available to it.

## 1.1 Role of the Service Improvement Plan

Legal and Democratic Services Improvement plan is an organisation plan forming is a key element of the Strategic Planning Framework. The improvement plan sets out how the Service will deliver improvement objectives that will contribute and connect to the overall vision for the city.

Legal and Democratic Services works with all council services to support the delivery of “Smarter” priorities within “*Aberdeen: The Smarter City*” whilst the Archive Service contributes to the Community Planning Partnership’s (CPP) **Local Outcome Improvement Plan (LOIP)** by supporting and delivering cultural events.

The service improvement plan is based upon the “Golden Thread” principle ensuring that each of the improvement objectives within the plan are aligned with the “*Shaping Aberdeen*” and directorate improvement objectives and priorities. The objectives are linked to staff plans by utilising employee performance, review and development processes and team improvement plans as illustrated in the diagram below.



1. This service plan was developed by examining the current and future internal and external factors affecting each team in Legal and Democratic Services. We did this by conducting a SWOT analysis and a PESTLE analysis as detailed on section 2.

The most significant issues affecting the service were identified as follows:

- **Workforce Planning**
  - The requirement to review the resources within each team to establish succession planning, development opportunities for staff and to ensure that current and future customer requirements can be delivered.
- **Employee Recruitment and Retention**
  - The requirement to establish the council as an employer of choice and to create a working environment for staff that results in low turnover rates.
- **Funding and Income Pressures**
  - The requirement to meet increasing demands on the service with fewer resources and reduced funding from traditional sources.
- **Building and Facility Constraints**
  - The requirement for the Archive service to modernise, create additional space for collections and provide improved customer accessibility to the collection

## 1.2 Overview of the Service

Legal and Democratic Services forms part of the council's Corporate Governance Directorate. The service is currently supported by 83 employees operating across the **Archive Service, Support Service, Legal Services and Democratic Services**.

Legal and Democratic Services is responsible for delivering a wide range of services directly to the people of Aberdeen and indirectly to the Elected Members and other services within the council.

The **Archive Service** preserves, collects, maintains and provides public access to the historical records of Aberdeen City and Aberdeenshire. The service participates and supports cultural events celebrating the culture and history of Aberdeen City and the surrounding areas.

The **Legal Service** is responsible for delivering specialist legal advice and support to all areas of the council including Officers and Elected Members. The service ensures that operations and services delivered by the council are delivered in a lawful and compliant manner.

The **Democratic Service** is responsible for delivering clerking and advice services to the council, council committees, sub-committees, working groups, the Children's Panel and community councils in Aberdeen City. Through the **Registration team**, it also provides statutory registration duties, nationality checking services and family history.

## 2 Service Assessment

### 2.1 PESTLE analysis

<p><b>Political</b></p> <ul style="list-style-type: none"> <li>• “Brexit” implications on future funding and legislative changes.</li> <li>• 2017 local government elections – changes in administration/priorities.</li> <li>• Possible Independence referendum and further devolved powers.</li> <li>• Government decision not to increase wedding fees – impact on income for service.</li> <li>• UK General Election 2017.</li> </ul>	<p><b>Economic</b></p> <ul style="list-style-type: none"> <li>• Year on year budget reductions affecting all areas of the council.</li> <li>• Competition from other organisations for overseeing wedding ceremonies impacting on service income.</li> <li>• Increased demand on legal and governance advice as service delivery becomes more complex (e.g. through companies, trusts, joint ventures, bond issues etc.) due to reducing resources.</li> </ul>
<p><b>Social</b></p> <ul style="list-style-type: none"> <li>• Impact of demographic changes to the legal services.</li> <li>• Increasing demand immigration advice.</li> </ul>	<p><b>Technological</b></p> <ul style="list-style-type: none"> <li>• Introduction of Case Management system, online licensing applications and “Paperlite” solution into committees will require training and procedural changes.</li> <li>• Challenge to modernise and digitise records for efficiency whilst preserving paper records of future historical importance.</li> </ul>
<p><b>Legal</b></p> <ul style="list-style-type: none"> <li>• Impact of new legislation and court cases including; planning, community empowerment, applications for community rights to buy, court reforms, education and employment law reforms.</li> <li>• Online death registrations from home.</li> <li>• Abolishment of complaints review committees from 1<sup>st</sup> April.</li> <li>• Resource impact to of historic child abuse enquiry.</li> </ul>	<p><b>Environmental</b></p> <ul style="list-style-type: none"> <li>• Constraints that existing building and storage arrangements has on current and future service delivery for the Archive service</li> </ul>

## Summary of critical issues from the PESTLE analysis that will influence the plan

The changing political landscape resulting from 2017 local government and national elections, implications from “Brexit” further devolved powers from Westminster and the possibility of a future independence referendum will likely result in changes to the Council’s priorities and introduce new legislation affecting local government.

The year on year funding reductions and pressures to maintain or in some areas, increase services requires the service to explore and identify funding and income opportunities from alternative sources as well as more effective methods of service delivery

New systems shall be delivered to the service during 2017/18 to facilitate “Smarter Working”, modernise the service delivery and introduce streamlined processes. It is anticipated that providing the time required for a successful implementation and training programme will be a challenge in addition to changes required to member and officers working methods.

On-going digitisation strategies associated with record keeping in order to modernise and provide operational efficiencies may compete with requirements to retain physical records of future historical importance.

Resource challenges are anticipated within the Archive service for workload and commitments resulting from historical abuse enquiry and Year of History, Heritage and Archaeology

The Archive Service requires an increased storage area in order to continue to provide its services to the Aberdeen City and Aberdeenshire Councils. A larger facility could also allow the Archive Service to operate under one building, facilitate new income by having the space to provide services to new organisations and put more of its records, some of which are recognised by UNESCO, on display.



## 2.2 SWOT analysis (Strengths, Weaknesses, Opportunities and Threats for the service)

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• An engaged workforce</li> <li>• Skills and expertise</li> <li>• Committed workforce with strong team work ethic</li> <li>• Positive and proactive engagement with client services</li> <li>• Adaptive and solutions focused</li> <li>• Professionalism</li> <li>• Archive UNESCO designation of Aberdeen Burgh records</li> <li>• Archive partnerships with external organisations.</li> </ul> <p>Positive customer experience feedback from service users</p>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Inadequate and outdated processes governing External Legal spend</li> <li>• Business continuity plans outdated in some areas and lacking in robustness in others</li> <li>• Split site working arrangements and building restrictions for Archive service</li> <li>• Archive service communication challenges with principle customer.</li> <li>• General lack of awareness of role of Archive service</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Shared working opportunities through engagement with capital project teams and Aberdeenshire Council</li> <li>• Efficiencies from Case Management System</li> <li>• Process improvements via Lexcel accreditation</li> <li>• Improved processes and procedures resulting from Governance Review</li> <li>• Identification of external funding opportunities for cataloguing and conservation projects</li> <li>• Attract a younger workforce - ACC attractive as career choice “millenials”</li> <li>• 2017 is Scottish governments themed year of history, heritage and archaeology – there will be increased demand on archives to be involved</li> <li>• Long term potential from access to digitised archive material to generate income</li> <li>• Approval of Archive new build project</li> <li>• Harbour records deposited and repatriation of Moray records</li> <li>• External accreditation schemes across Legal and Democratic Services including, Archive Accreditation, Lexcel Accreditation and CIPFA Governance Mark of Excellence</li> <li>• New income through marketing our services to third parties</li> <li>• Accredited specialists within Legal Teams</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Lack of skills available for capital projects</li> <li>• Archive funding shortage resulting from establishment of cultural trust by Aberdeenshire council</li> <li>• Potential loss of records due to lack of coherent digital preservation policy</li> <li>• Inability to fill vacant posts</li> <li>• Lack of staff resources and need to prioritise operational matters reducing available time to focus on strategic issues and proactive awareness raising with and upskilling of services</li> </ul>

## Summary of critical success factors emerging from the SWOT

### General

The SWOT analysis identified the need to review and update our process for purchasing external legal advice and our approach to the digitisation/retention of records to ensure that they are fit for purpose. Business continuity plans should be reviewed and tested to ensure that they are robust and fit for purpose.

The service has must ensure that it maximises the potential for process improvement and efficiencies resulting from the Governance review, new Case Management System in Legal Services and the “Paperlite” committee management solution.

### Archive Service

The service has a requirement to review alternative sources of funding to reduce reliance on Council and Common Good funds. The service has a new build project business plan in progress and this must be progressed to the next phase within the organisation.

A proactive engagement strategy with its key customer is required. The service should also capitalise on the Scottish Governments “year of history” and review marketing and promotional materials to maximise exposure for the service to help generate new income and diversify the economy of Aberdeen.

### Legal Service

The service has a requirement to engage with the Capital Project teams and all Services at the earliest possible stage in order to ensure Legal Services is able to provide the best possible advice. Workforce planning in all areas will assist the Legal teams with training, development plans and succession planning. This in addition to review of recruitment marketing and induction processes will facilitate the service ambition to be an employer of choice with high retention rates.

### 3. Planned Improvements

#### Legal and Democratic Service - Aberdeen City Local Outcome Improvement Plan (LOIP)

Legal and Democratic Services provides key support and legal advice to the other services areas within the Council responsible for delivery of the priorities and improvement outcomes detailed within the (LOIP) as summarised below:

#### Prosperous People – Children are our future – Protecting Children from Harm

The licensing board policy objectives for protecting children from harm resulting from alcohol consumption and gambling underpins the decision making process of the board when considering applications.

The legal service ensures that key statutory processes are followed to protect children from harm and when a child is taken into Local Authority Care and provides legal advice to the Adoption and Permanence Panel. Committee Services are responsible for providing Children’s Panel Service.

#### People, Place and Economy

**Democratic Services** supports and engages with the people and communities of Aberdeen through Community Councils and Public Information Sessions.

**Infrastructure and Regeneration** plans and projects are supported delivered by the Property and Planning & Environment Teams within the Legal Service.

The Governance Team ensures that Bye laws are in place so that the Council’s **green spaces** are used responsibly and ensures that the council is compliant with its obligations whilst making its **data openly available** to the public.

### 3.1 Strategic Priorities – Driver Diagram

#### Aberdeen City Local Outcome Improvement Plan – Children are our future – Protecting Children from Harm

Improvement Outcome	ACC Objective	Change Activity	How We will Measure Success	Baseline	17/18	18/19	19/20	Who will do it	People	Place	Technology
1.1 – Permanent placements for looked after children are secured expeditiously	We will deliver court training to social workers including Section 80 report writing in order to reduce the processing time associated with report writing.	- Section 80 report review, revision and editing time will be reduced	<ul style="list-style-type: none"> <li>Reduction in numbers of Section 80 reports requiring heavy editing by Legal Service</li> </ul>	70%	30%	20%	20%	E Falconer	✓		



### 3.2 Service Improvement – Driver Diagram

#### Shaping Aberdeen

Improvement Outcome	Primary Change Activity	Secondary Change Activity	Measures	Baseline	17/18	18/19	19/20	Who will do it	Customer Experience	Staff Experience	Best Use of Resources
1.1 – We will achieve a 35% reduction on Council’s annual external Legal outsource costs by 19/20	We will review our resources and develop staff to reduce dependence on external legal support.  We will adopt a business partner approach to establish relationships and facilitate early participation in key projects.	- Establish a workgroup that will produce a documented process capturing; evaluation of requirement against resource availability, approval for external requirement and evaluation of value added on conclusion of each transaction.	<ul style="list-style-type: none"> <li>Reduce ACC annual legal spend by 10% per annum.</li> </ul>	£700K	£560K	£504K	£455K	J Buchanan			✓
			<ul style="list-style-type: none"> <li>All outsource transactions will have value added training and shadowing opportunities where feasible.</li> </ul>	N/A	70%	100%	100%	J Buchanan			✓
1.2 – Implement and maintain an improved governance standard, which is fully compliant with CIPFAS’s principles. This will apply both internally and in our dealings with external partners so as to improve the regulatory compliance and reduce the risk of governance failures.	We will review all constitutional documents through best practice benchmarking and implement transparent and efficient decision making structures.	- Produce a Scheme of Governance setting out the decision making powers delegated to Committees and Chief Officers.	<ul style="list-style-type: none"> <li>CIPFA scoring against principle A - Rule of Law.</li> </ul>	67%	70%	80%	90%	M Orchard		✓	✓
			<ul style="list-style-type: none"> <li>CIPFA scoring against principle E - Capacity and Capability.</li> </ul>	76%	80%	80%	90%	M Orchard		✓	✓
			<ul style="list-style-type: none"> <li>CIPFA scoring against principle D - Interventions to achieve outcomes.</li> </ul>	70%	75%	80%	90%	M Orchard		✓	✓

## Shaping Aberdeen

Improvement Outcome	Primary Change Activity	Secondary Change Activity	Measures	Baseline	17/18	18/19	19/20	Who will do it	Customer Experience	Staff Experience	Best Use of Resources
			<ul style="list-style-type: none"> <li>CIPFA scoring against principle F - managing risks and performance.</li> </ul>	59%	70%	80%	90%	M Orchard		✓	✓
		- A Proper Officer Register will be introduced to ensure that we are meeting statutory requirements.	<ul style="list-style-type: none"> <li>CIPFA scoring against principle A - Rule of Law.</li> <li>CIPFA scoring against principle E - Capacity and Capability.</li> </ul>	67%	70%	80%	90%	S Inglis			✓
		- We will introduce a toolkit for Committees to annually review their effectiveness.	<ul style="list-style-type: none"> <li>CIPFA scoring against principle E - Capacity and Capability.</li> <li>CIPFA scoring against principle A - Rule of Law.</li> <li>CIPFA scoring against</li> </ul>	76%	80%	80%	90%	V Cuthbert			✓
			<ul style="list-style-type: none"> <li>CIPFA scoring against principle A - Rule of Law.</li> <li>CIPFA scoring against</li> </ul>	67%	70%	80%	90%	V Cuthbert			✓
			<ul style="list-style-type: none"> <li>CIPFA scoring against</li> </ul>	59%	70%	80%	90%	V Cuthbert			✓

## Shaping Aberdeen

Improvement Outcome	Primary Change Activity	Secondary Change Activity	Measures	Baseline	17/18	18/19	19/20	Who will do it	Customer Experience	Staff Experience	Best Use of Resources
			principle F - managing risks and performance.								
		- The Member Officer Relations Protocol will be integrated within member and staff induction to ensure that relationships are clearly understood.	<ul style="list-style-type: none"> <li>CIPFA scoring against principle A - Rule of Law.</li> <li>CIPFA scoring against principle E - Capacity and Capability.</li> </ul>	67%	70%	80%	90%	R MacBeath		✓	
				76%	80%	80%	90%	R MacBeath		✓	
		- Standing Orders Review Log to be introduced to track effectiveness.	<ul style="list-style-type: none"> <li>CIPFA scoring against principle A - Rule of Law.</li> <li>CIPFA scoring against principle E - Capacity and Capability.</li> </ul>	67%	70%	80%	90%	S Dunsmuir			✓
				76%	80%	80%	90%	S Dunsmuir			✓
		- A Governance Training Programme will be rolled out to staff at all levels of the organisation to increase	<ul style="list-style-type: none"> <li>CIPFA scoring against principle E - Capacity and Capability.</li> </ul>	76%	80%	80%	90%	V Cuthbert		✓	



## Shaping Aberdeen

Improvement Outcome	Primary Change Activity	Secondary Change Activity	Measures	Baseline	17/18	18/19	19/20	Who will do it	Customer Experience	Staff Experience	Best Use of Resources
		awareness of governance and associated risks. - L&D will input to the delivery of governance training to elected members	<ul style="list-style-type: none"> <li>CIPFA scoring against principle A - Rule of Law</li> </ul>	67%	70%	80%	90%	V Cuthbert		✓	
		- Revised Committee Management Procedures will be rolled out and a Review Log introduced to track effectiveness.	<ul style="list-style-type: none"> <li>CIPFA scoring against principle A - Rule of Law.</li> <li>CIPFA principle B - Stakeholder Engagement.</li> <li>CIPFA Principle E - Capacity and Capability.</li> </ul>	67%	70%	80%	90%	E Parr			✓
				78%	80%	80%	90%	E Parr			✓
				76%	80%	80%	90%	E Parr			✓
		- We will catalogue all our service policies, byelaws and management rules to ensure that these are kept under regular review and complied with.	<ul style="list-style-type: none"> <li>CIPFA scoring against principle A - Rule of Law.</li> </ul>	67%	70%	80%	90%	R McKean		✓	✓

## Shaping Aberdeen

Improvement Outcome	Primary Change Activity	Secondary Change Activity	Measures	Baseline	17/18	18/19	19/20	Who will do it	Customer Experience	Staff Experience	Best Use of Resources
	We will implement an effective forward planning (Horizon Scanning) process within the legal service to capture the risks and opportunities resulting from legislative, changes and court cases	<ul style="list-style-type: none"> <li>- Legal teams shall identify, document and report the changes affecting their areas of expertise.</li> <li>- Legal teams will distribute the information to the correct areas of the organisation</li> </ul>	<ul style="list-style-type: none"> <li>• CIPFA scoring against principle F – managing performance</li> </ul>	59%	80%	90%	90%	Leadership Team			✓
		<ul style="list-style-type: none"> <li>- We will facilitate the introduction of a paperlight Committee structure.</li> </ul>	<ul style="list-style-type: none"> <li>• CIPFA scoring against principle B – Openness.</li> </ul>	78%	80%	80%	90%	S Dunsmuir	✓	✓	✓
	We will develop an assurance framework to govern our relationships with external partners	<ul style="list-style-type: none"> <li>- A policy on appointing representatives to outside bodies will produced, setting out criteria for appointments and guidance for those who are appointed.</li> </ul>	<ul style="list-style-type: none"> <li>• CIPFA principle B - Stakeholder Engagement.</li> <li>• CIPFA scoring against principle A - Rule of Law.</li> <li>• CIPFA Principle E - Capacity and Capability.</li> </ul>	78%	80%	80%	90%	A Thomson			✓
				67%	70%	80%	90%	A Thomson			✓
		<ul style="list-style-type: none"> <li>- We will review governance around</li> </ul>	<ul style="list-style-type: none"> <li>• CIPFA Principle B - Stakeholder</li> </ul>	78%	80%	80%	90%	K Rennie	✓		✓

## Shaping Aberdeen

Improvement Outcome	Primary Change Activity	Secondary Change Activity	Measures	Baseline	17/18	18/19	19/20	Who will do it	Customer Experience	Staff Experience	Best Use of Resources
		Community Councils by introducing a complaints procedure, reviewing the Scheme of Establishment and reviewing the electoral boundaries.	Engagement.								
		- Clear definitions of ALEOs will be established and a formal decision on elected member representation on ALEO Boards will be taken.	<ul style="list-style-type: none"> <li>CIPFA Principle D - Interventions to achieve outcomes.</li> </ul>	79%	80%	90%	90%	I Robertson			✓
			<ul style="list-style-type: none"> <li>CIPFA scoring against principle F - managing risks and performance.</li> </ul>	59%	70%	80%	90%	I Robertson			✓
		- Support to trusts will be reviewed and rationalised to ensure best value and appropriate levels of support to stakeholders.	<ul style="list-style-type: none"> <li>CIPFA Principle B - Stakeholder Engagement.</li> </ul>	78%	80%	80%	90%	R MacBeath			✓
			<ul style="list-style-type: none"> <li>CIPFA Principle D - Interventions to achieve outcomes.</li> </ul>	79%	80%	80%	90%	R MacBeath			✓
		- A robust ALEO	<ul style="list-style-type: none"> <li>CIPFA Principle</li> </ul>	79%	80%	80%	90%	I Robertson			✓

## Shaping Aberdeen

Improvement Outcome	Primary Change Activity	Secondary Change Activity	Measures	Baseline	17/18	18/19	19/20	Who will do it	Customer Experience	Staff Experience	Best Use of Resources
		assurance model will be produced to ensure that scrutiny is appropriate and proportionate.	D - Interventions to achieve outcomes. <ul style="list-style-type: none"> <li>CIPFA Principle B - Stakeholder Engagement.</li> <li>CIPFA scoring against principle F - managing risks and performance.</li> </ul>	78%	80%	80%	90%	I Robertson			✓
				59%	70%	80%	90%	I Robertson			✓
1.3 - We will increase the Legal cost recovery rate from 64%.	We will develop a commercialisation business model and strategy to market and promote our specialist services to local authorities and other organisations.	- We will establish a working group to review and develop a Commercialisation strategy for Legal Services	<ul style="list-style-type: none"> <li>Increased cost recovery rate.</li> </ul>	64%	64%	64%	67%	J Buchanan			✓
1.4 - We will increase the cost recovery rate within Committee Services to 7%.	We will conduct an activity analysis to capture efficiencies and identify services that we could stop providing in order to focus on income generating activities.	- We will engage with PWC to establish best practice cost analysis and comparison for Committee Services.	<ul style="list-style-type: none"> <li>Increased cost recovery rate.</li> </ul>	5%	5%	6%	7%	R MacBeath			✓

## Shaping Aberdeen

									Customer Experience	Staff Experience	Best Use of Resources
Improvement Outcome	Primary Change Activity	Secondary Change Activity	Measures	Baseline	17/18	18/19	19/20	Who will do it			
1.5 – We will become an employer of choice that retains staff through training and development opportunities	We will engage and develop our staff to enable service redesign.	<ul style="list-style-type: none"> <li>- We will establish working groups within the service to address innovation, award and improvement opportunities</li> <li>- We will produce new business cases for recruiting staff necessary to address resource shortages</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in our average vacancy rate within Legal Service.</li> </ul>	10%	10%	5%	3%	J Buchanan		✓	
	We will introduce a localised induction process and a coordinated programme of training and development for staff.		<ul style="list-style-type: none"> <li>• Achieve staff turnover rate less than 10%</li> </ul>	13.1%	11%	10.5%	10%	J Buchanan		✓	
	We will increase the Smarter working opportunities for staff within the legal service by delivering Case Management System		<ul style="list-style-type: none"> <li>• Reduction in staff sickness levels (days)</li> </ul>	8.9	5.85	5.5	55	Leadership Team		✓	
	We will identify and explore artificial intelligence (“A.I.”) opportunities within the Service		<ul style="list-style-type: none"> <li>• Adopt and achieve CG staff to desk ratio</li> <li>• Number of processes and/or activities replaced by A.I.</li> </ul>	1:1	7:10	7:10	7:10	Leadership Team		✓	
				0	0	1	2	R McKean			✓
1.6 - We will increase our staff engagement levels to 75%	We will Implement an internal communication plan that facilitates the “golden thread” principle that informs and invites staff to develop plans and initiatives across the	<ul style="list-style-type: none"> <li>- We will conduct 2 Service Briefings annually to engage and inform staff</li> <li>- All staff will receive regular 1-2-1 meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of Briefings</li> </ul>	2	2	2	2	R McKean		✓	
			<ul style="list-style-type: none"> <li>• % of staff reporting that they are engaged</li> </ul>	72%	75%	77%	80%	Leadership Team		✓	

## Shaping Aberdeen

Improvement Outcome	Primary Change Activity	Secondary Change Activity	Measures	Baseline	17/18	18/19	19/20	Who will do it	Customer Experience	Staff Experience	Best Use of Resources
	<p>service.</p> <p>We will complete staff PR&amp;D within required timescales</p>	<p>structured to record and monitor progress and achievement of staff objectives, training and development requirements</p> <ul style="list-style-type: none"> <li>- The HoS will update staff on a regular basis through blogging</li> <li>- An L&amp;D Communications Group will meet on a regular basis to help facilitate social events across the service.</li> </ul>	<ul style="list-style-type: none"> <li>• % of staff understanding where their work fits into the aims of ACC</li> <li>• % PR&amp;D's completed within timescale</li> <li>• % staff reporting PR&amp;D process to be of value</li> </ul>	<p>80%</p> <p>92%</p> <p>61%</p>	<p>85%</p> <p>100%</p> <p>70%</p>	<p>90%</p> <p>100%</p> <p>75%</p>	<p>90%</p> <p>100%</p> <p>80%</p>	<p>Leadership Team</p> <p>Leadership Team</p> <p>Leadership Team</p>		<p>✓</p> <p>✓</p> <p>✓</p>	
<p>1.7 - We will increase the promotion of health, safety and wellbeing as value, demonstrating strong, visible and active leadership of health, safety and wellbeing</p>	<p>Health and Safety shall be an agenda item in all Leadership and Team Meetings.</p> <p>HOS or Service Manager will attend all Directorate and Service Health &amp; Safety committees and meetings</p> <p>We will cascade information to staff from Directorate and Service Health &amp; Safety meetings</p>	<ul style="list-style-type: none"> <li>- Identify mandatory training (corporate and job specific) and capture within 1-2-1 and PR&amp;D</li> </ul>	<ul style="list-style-type: none"> <li>• % of staff aware of Health and Safety Responsibilities</li> </ul>	<p>93%</p>	<p>95%</p>	<p>100%</p>	<p>100%</p>	<p>Leadership Team</p>		<p>✓</p>	

## Shaping Aberdeen

Improvement Outcome	Primary Change Activity	Secondary Change Activity	Measures	Baseline	17/18	18/19	19/20	Who will do it	Customer Experience	Staff Experience	Best Use of Resources
1.8 – We will reduce the risk associated with Lone Working	Improve Lone Working arrangements to ensure employee safety	<ul style="list-style-type: none"> <li>- We will review Lone Working tasks associated with the Deed Store and Licensing Enforcement Officers and conduct risk assessments to identify and employ risk mitigation processes and techniques</li> </ul>	<ul style="list-style-type: none"> <li>• 100% completion of lone working log for each tasks/visit</li> </ul>	0	100%	100%	100%	R McKean		✓	
1.9 We will reduce the risk of service disruption to our customers	We will test the resilience of the Business Continuity plans across the service	<ul style="list-style-type: none"> <li>- Business Continuity plans and processes will be reviewed and updated</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of updated plans</li> <li>• Risks from Service Risk register incorporated into plans</li> <li>• Plans tested and updated annually</li> </ul>	0	5	5	5	R McKean	✓		
2.0 – We will increase our Internal Customer satisfaction rates	We will review our existing customer delivery processes in conjunction with feedback received from CG Customer Survey	<ul style="list-style-type: none"> <li>- Our customer engagement processes will be improved in order to provide increased accessibility and to provide regular updates and timescales</li> <li>- We will introduce “plain English” in all written</li> </ul>	<ul style="list-style-type: none"> <li>• % rate of satisfied internal customers</li> </ul>	62.3%	70%	75%	80%	Leadership Team			

## Shaping Aberdeen

Improvement Outcome	Primary Change Activity	Secondary Change Activity	Measures	Baseline	17/18	18/19	19/20	Who will do it	Customer Experience	Staff Experience	Best Use of Resources
		communication									



## 4. Resources Summary

### 4.1 Revenue Budget 2017/18

Directorate Corporate Governance	Budget 2016/ 17 £'000	Outturn 2016/ 17 £'000	Variance to 2016/17 Budget £'000	Budget 2017/18 £'000
Head of Legal and Democratic Services				
<b>Total</b>	1,511	1,190	-359	1,474

#### Commentary on Revenue Budget

The main variance in 2016/17 and 2017/18 budget relates to Licence Fees and Re-charges for Right to Buy

Head of Legal Democratic Services	Budget 2016/ 17 £'000	Outturn 2016/ 17 £'000	Variance to 2016/17 Budget £'000
Staff Costs	3,310	3,234	-56
Premises Costs	2	0	-2
Administration Costs	214	267	53
Transport Costs	24	3	-21
Supplies & Services	202	153	-49
Commissioning Services	0	0	0
Transfer Payments Total	38	44	6
<b>Gross Expenditure</b>	<b>3791</b>	<b>3,701</b>	<b>-89</b>
Less Income:			
Government Grants	-32	-44	-11
Other Grant – Reimburse-Contrib	-142	-143	-2
Customer & Client Receipts	-1,259	-1,491	-233
Recharges To Other Heads	-775	-785	-10
Other Income	-35	-49	-14
<b>Total Income</b>	<b>-2,242</b>	<b>-2,512</b>	<b>-270</b>
<b>Total</b>	<b>1,549</b>	<b>1,190</b>	<b>-359</b>

## 4.2 Capital requirements

There are no Capital requirements within this plan.

## 4.3 Workforce Planning

### Introduction

In order to deliver our service improvement plan we need a workforce that is “*capable, confident, skilled, motivated and engaged*”. Planning for how we will have a workforce that meets this profile is paramount and requires a commitment to attract, develop, retain and recognise talented and motivated employees with the right behaviours who are aligned with our vision and values. To successfully workforce plan, we need to forecast future gaps between demand and supply of critical talent and be able to identify how we will bridge those gaps. It is a continuous process of shaping our workforce to ensure it is capable of delivering service and organisational objectives both now and in the future.

Each Team Leader within the Legal service has an improvement action to conduct and complete a workforce plan covering a 3 year period and reviewed annually. This activity has been captured within improvement action (1.1)

### Factors that influence our workforce planning

We recognise that the future shape of our workforce, and the many workforce challenges we face in terms of supply and demand, will be influenced by a range of internal and external factors (see our PESTLE and SWOT analyses in Section 2). For example:

- the impact of Brexit;
- the impact on the local employment market of the falling oil price;
- the changing employment demands of the workforce;
- an ageing population and reduced birth rate;
- cuts in external funding with increased demand for services; and
- the need to modernise and transform how we do business (e.g. impact of our Being Digital Strategy).

### Focus on succession planning

The most effective way to meet these workforce challenges is to develop strong succession plans to help us attract people with the knowledge, skills and abilities we need. We will also need to retain key employees, develop our existing teams and prepare suitable replacements internally through a variety of learning and development activities. Succession planning therefore underpins our workforce planning.

### How we will succession plan

Our plans for succession will:

- support **service continuity** when key people leave;
- help us to **attract** people with the skills, qualifications, knowledge, abilities we need as well people with the right cultural/motivational fit;
- demonstrate an understanding of the need to have the **right number and type** of people to achieve strategic plans;
- help us to **retain key employees** and give our staff the future **skills** they'll need;
- develop **career paths** for employees which will help us to recruit and retain high potential, top performing people;
- prepare **suitable ready replacements** internally through a variety of learning and development activities; and
- give us a reputation as an employer that invests in its people and provides opportunities and support for advancement (making the service an '**employer of choice**')

## 5. Assessment of Risks

Service Delivery Area	Risk Category *	Risk Description	Risk Severity	Risk Owner	Controls & Mitigation
External Legal Spend	Financial	Reduction in spend not delivered	Medium	J Buchanan	Implement robust process and approval process Implement financial and monitoring reporting Conduct resource review against requirements
Legal Cost Recovery	Financial	Non-delivery/delay Case Management System	Medium	R McKean	Robust project plan and identification/mitigation of project risks
Legal Cost Recovery	Reputation	Lexcel accreditation – failure to achieve	Medium	R McKean	Monitor project plan activities and internal audit of new processes prior to accreditation audit
Statutory Obligations and Policy requirements	Legal and Regulatory	Requirements not adhered to and/or non-compliance with legislation	Medium	F Bell	Horizon scanning to establish forthcoming changes/new requirements Implement a robust checking system to confirm compliance from Heads of Service/responsible
CIPFA Governance Mark of Excellence	Reputation	Failure to achieve CIPFA accreditation	Medium	V Cuthbert	Regular dialogue with CIPFA on improvement actions Improvement actions overseen by Governance Board at monthly meetings
Archive Accreditation	Reputation	Failure to achieve Archive Accreditation	Medium	P Astley	Clear project plan and monitoring

- Customer / Citizen; Employee; Legal and Regulatory; Property; Financial; Reputation