

**WEST DUNBARTONSHIRE COUNCIL****Report by Strategic Lead - Resources****Committee: Corporate Services Committee 22 May 2019**

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**Subject: Resources Delivery Plan 2019/20****1 Purpose**

- 1.1 The purpose of this report is to present to members the Resources Delivery Plan 2019/20 and the year-end progress report on the 2018/19 plan.

**2 Recommendations**

- 2.1 It is recommended that Committee notes the 2019/20 delivery plan and the progress on delivering the 2018/19 plan.

**3 Background**

- 3.1 Each strategic lead develops an annual delivery plan. This sets out key actions to help deliver the Council's priorities as well as actions to address the performance issues and service priorities identified in the planning process. The plan outlines performance indicators to measure progress, provides an overview of services and resources, including employees and budgets, and considers the relevant risks.

**4 Main Issues**Delivery Plan 2019/20

- 4.1 Appendix 1 sets out the Resources Delivery Plan 2019/20, including a detailed action plan and workforce plan.
- 4.2 Progress will be monitored monthly by the management team and scrutinised on a quarterly basis at the strategic leadership performance review meetings. Progress reports will be presented to committee at mid-year and year-end.
- 4.3 Key issues identified by the Resources management team in the Performance Challenges and Strategic Assessment sections of the plan include:
- addressing the negative impact of welfare reform on rent arrears, Council Tax collection and corporate debt;
  - increasing procurement spent on local small and medium enterprises;
  - increasing the percentage of Council spend that is regarded as "on contract";
  - implementing structural reviews;
  - supporting key Council transformational projects;
  - developing the financial knowledge base of Council staff;
  - automating financial processes and information provision;

- implementing the Procurement and Commercial Improvement Programme (PCIP) action plan;
- developing a range of commodity strategies; and
- updating the Financial Regulations to reflect key changes in legislation, policy and procedure.

#### Workforce Planning

**4.4** The delivery plan has a supporting annual workforce plan to highlight and plan for the management of key workforce issues which are necessary to fully support the delivery of the plan.

**4.5** The issues identified in the Workforce Plan relate to: organisational change, resource planning, resource profiling, skill mix, training and development and restructuring. The workforce plan is shown as Appendix 4 to 2019/20 Delivery Plan.

#### 2018/19 Year-end Progress

**4.6** Progress on delivering the 2018/19 plan is set out in detail at Appendix 2. This focuses on actions and risks.

**4.7** Of the 33 actions due to be completed by 31 March 2019, 28 (85%) were completed as planned with 5 outstanding:

- Implement service improvements as part of the billing and payment review - 75% complete. One of four milestones is outstanding relating to implementing a Direct Debit payment option across Council wide sundry billing. This is anticipated go live to July 2019.
- Review the needs of services to ensure the available financial guidance notes and training are in line with current needs - 77% complete. Six of the seven milestones were completed as planned. One milestone relating to preparing and rolling out training has been partially implemented. This will be completed in 2019/20 together with further training identified in consultation with Strategic Leads.
- Review and develop benchmarking within Finance Services in line with the Council's benchmarking framework - 66% complete. Four of the six milestones have been completed. We are awaiting responses from potential benchmarking partners in order to progress the process in 2019/20. This delay is out with our control.
- Develop procurement leadership, governance and controls across the Council - 66% complete. Two of the three milestones have been completed. One milestone is outstanding. The procurement financial regulations are under review and the procurement manual is being refreshed. Both will be completed early in 2019/20, slightly later than anticipated.
- Develop and implement new ways of working in procurement activity - 75% complete. Three of the four milestones have been completed. The

milestone outstanding relates to the P2P Project. The technical implementation of many aspects of this project has been more complex than initially estimated. However, progress continues to be made and this will continue in 2019/20.

- 4.8 Key achievements in 2018/19 are highlighted in the 2019/20 delivery plan in Section 2 'Performance Review'.
- 4.9 Performance indicators will be reported through the Council's annual performance reporting process once all data becomes available. 2018/19 data for Local Government Benchmarking Framework (LGBF) indicators will be available in the first quarter of 2020 following publication by the Improvement Service.

#### Quality Standards

- 4.10 Quality standards were set out in the Resources Delivery Plan 2018/19 to help define what service users can expect to receive, and remind both the organisation and employees of the challenges and obligations they face in delivering best value services. Performance against these standards is set out at Appendix 3.

### **5 People Implications**

- 5.1 There are no direct people implications arising from this report. Any workforce implications arising from the delivery plans are detailed in the workforce plans.

### **6 Financial & Procurement Implications**

- 6.1 There are no direct financial or procurement implications arising from this report. All commitments will be delivered through existing resources as described in the financial resources section of the plan.

### **7 Risk Analysis**

- 7.1 Failure to deliver the actions assigned to Resources may have a direct impact on the delivery of the Council's Strategic Plan. It is essential that remedial action is taken to ensure delivery plans achieve the commitments detailed and approved.

### **8 Equalities Impact Assessment**

- 8.1 Screening and impact assessments will be carried out on specific activities as required.

### **9 Consultation**

- 9.1 The 2019/20 delivery plan was developed through consultation with officers from the strategic service areas.

### **10 Strategic Assessment**

**10.1** The 2019/20 delivery plan sets out actions to support the successful delivery of the strategic priorities of the Council.

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**Date:** 7 May 2019

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**Appendix:** Appendix 1: Resources Delivery Plan 2019/20  
Appendix 2: Resources Delivery Plan 2018/19 - Year-End Progress  
Appendix 3: Quality Standards - 2018/19 Performance

**Background Papers:** None

**Wards Affected:** All