

Working Together For Angus



Corporate Plan 2011 - 2015



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Corporate Plan
2011 – 2015



Our Vision For Angus

Angus is a place
where a first class
quality of life
can be enjoyed
by all

Angus Council Priorities

We are working with our partners to make our communities:

- **Prosperous and Fair**
- **Learning and Supportive**
- **Safe and Strong**
- **Caring and Healthy**
- **Sustainable**

Angus Council Values

These values underpin all of our work:

- provide excellent public services that are value for money
- improve public services through partnership working
- actively engage with communities
- promote sustainable growth
- promote fairness and equality

Introducing Angus Council's Corporate Plan

Angus Council has a strong record of providing good public services that are based on local need and are delivered efficiently and effectively. This corporate plan builds on this work.

The purpose of our corporate plan is to set out our vision and priorities and our strategic direction for the next four years. The detail of how this will be planned, delivered and measured is contained within the specific strategies and plans that drive our own and our partnership work.

The council leads the community planning arrangements in Angus and we have adopted the vision, values and priorities for the county agreed through that community planning process.

We led the development of the Community Plan and Single Outcome Agreement (SOA) for Angus and have a critical role to play in delivering the outcomes within it which identify what we and our partners want to achieve for individuals and communities in Angus.

While our goals have always reflected those of the Angus Community Plan and SOA this corporate plan is the first in which we have formally aligned our priorities with those of the Community Plan and SOA.

By aligning our priorities, this plan gives an accurate reflection of the work being undertaken by the council and demonstrates our key role within the community planning partnership and the direct responsibility we have for the achievement of, and the significant contribution we make towards delivering many of the desired outcomes in the Community Plan and SOA.

The plan also sets out our business processes for planning and performance management and for managing our people, resources and assets to ensure that we deliver a good standard of service for individuals and communities in Angus.

The corporate improvement plan that sits alongside this document details how we plan to change and manage our business processes to achieve greater efficiency and effectiveness.

Our work to address our priorities and outcomes for Angus is taking place during the most difficult financial times experienced by the public sector for many decades. You can be assured however that we will continue to take every opportunity to improve our internal and external business processes to ensure that the money and resources available to us are working as hard and as effectively as possible for individuals and communities.

Despite the tough financial circumstances we are confident that along with our partners the council has in place the people and the plans to deliver our stated outcomes for Angus. We look forward to reporting on the progress being made in our Corporate Annual Report which we will publish in September each year.

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1 Angus

Angus is a predominantly rural county located on Scotland's north east coast, the area encapsulating the natural beauty of Scotland from the magnificent Angus Glens and fertile Strathmore to the rugged North Sea coastline.

The county's burghs and villages offer a welcoming and safe environment for residents and visitors alike.

Good quality housing, from new developments to traditional town houses, offer excellent value for money and a good standard of living. Excellent educational standards promoted by our local primary and secondary schools complement the opportunities for further learning offered by Angus College and nearby universities.

The quality of life offered in Angus makes the area popular with tourists as well as residents. Walkers, anglers and golfers enjoy the glens, rivers and golf courses, including the world famous championship course at Carnoustie, along with those exploring the unique heritage sites of the ancient Picts and Arbroath Abbey, the home of Scotland's historic declaration of independence.

Angus' diverse business sector includes a broad range of industry, business and commerce. The produce of Angus such as beef, soft fruit and the famous Arbroath Smokie is held in world renown. As an outward looking county, exporting features strongly with Angus companies who often outperform the UK average.

Angus has a proud past but is forward looking.

Through the Angus Community Planning Partnership, we together with our partners in health, police, fire and other agencies are developing, planning and delivering the public services needed to support, protect and enable our communities to address the challenges facing the county.

We are working together for Angus to promote prosperity; provide opportunities for our people; encourage pride in our communities; improve the county's health; and develop a more sustainable future.

2 Angus Council

Angus Council is the unitary authority serving the county providing the leadership, local services and infrastructure for the 110,000 citizens of Angus.

Working with an annual combined revenue and capital budget of over £300 million, we make a vital contribution to the local economy. We employ around 5,500 staff, to deliver over 100 distinct services to the people of Angus, making the council the county's largest employer.

Our headquarters is in Forfar with offices in burghs throughout the county.

Our Values

These values underpin all of our work:

- provide excellent public services that are value for money
- improve public services through partnership working
- actively engage with communities
- promote sustainable growth
- promote fairness and equality

Our Priorities

We are working with our partners to make our communities:

- Prosperous and Fair
- Learning and Supportive
- Safe and Strong
- Caring and Healthy
- Sustainable

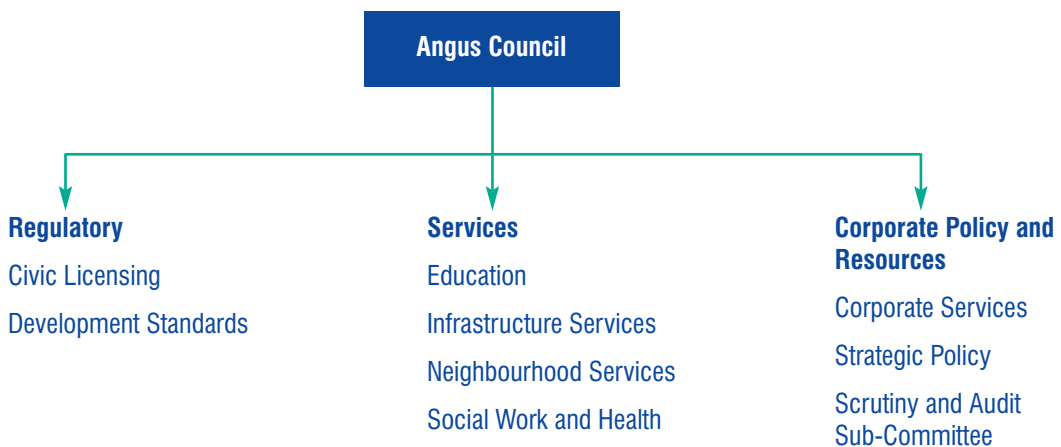
These priorities reflect those of the Angus Community Planning Partnership, demonstrating the critical role the council plays in both leading and delivering the partnership's work.

This corporate plan sets out the contribution that we in Angus Council will make to address these priorities over the next four years.

Our Council

Twenty nine members are elected to Angus Council for a four year term, to guide the strategic direction of the area and promote the county's opportunities and achievements at home and abroad.

We manage our business through a committee process with elected members leading and making decisions about the direction of the council and the services we provide. The committee structure is as follows:



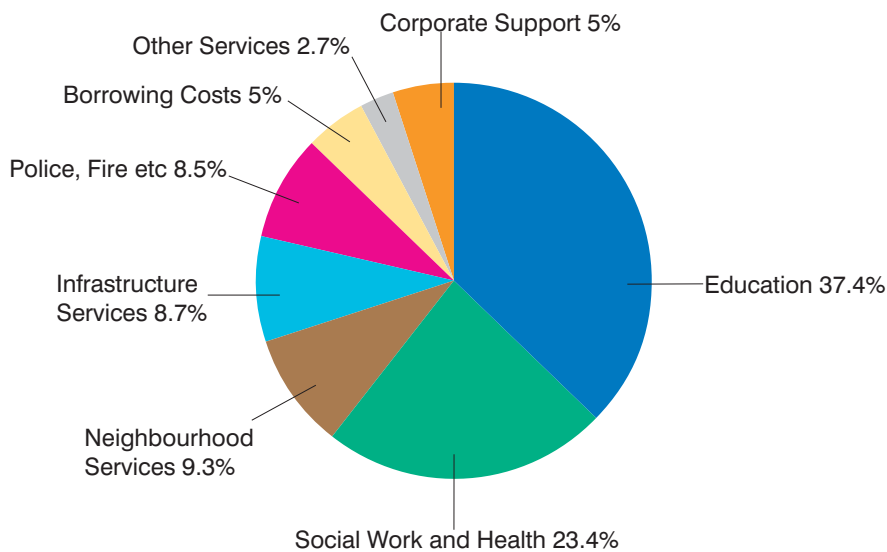
Our Chief Officers' Management Team comprises the chief executive, assistant chief executive, corporate services director and the four service directors, head of finance and head of law and administration. They are ultimately responsible for the day to day running of the business of the council and for advising elected members in order to support robust decision making.

The services of the council are delivered through six departments: Chief Executive's, Corporate Services, Education, Infrastructure Services, Neighbourhood Services and Social Work & Health.

Our Budget

Our revenue budget funds day to day services, apart from housing which is funded separately.

How the budget is allocated is illustrated on the pie chart below.



The vast majority of our spending is on general services like Education, Social Work & Health and Neighbourhood Services. Government grant supports approximately 83% of our net revenue expenditure on services, and the remaining 17% is funded by council tax.

We also have a capital budget to invest in physical assets such as buildings and equipment. This budget cannot be used to fund day to day services.

Given the scale of the country's financial problems, the challenges facing the public sector will be significant over the period of this plan with unprecedented cuts forecast.

We have been preparing for these cuts for some time. While we are in a better shape than some other areas, local services will be affected.

Despite having less money we, along with our partners in the police, health, fire and other local agencies, will still be working to address the priorities identified for the county.

By 2014, we will still have over £250 million a year to spend on services and this plan sets out the strategic direction we want to take and where we will focus our resources over the next four years.

3 Engaging Angus Communities

It is important to us to engage with communities.

Community engagement helps us understand what people living in, working in and visiting Angus want. It also creates opportunities for individuals and communities to contribute to decision making and encourages greater citizen involvement in the planning and delivery of services.

We know that decisions reached through a process of engagement are more robust and are more likely to resonate with individuals and communities.

Our engagement processes are underpinned by a set of principles which provide a firm foundation for effective engagement. We make every effort to include a wide variety of groups to ensure that the engagement is representative and we demonstrate where and how community engagement has influenced our service delivery and future plans.

Individuals and communities can get involved in a variety of different ways - through community and service specific surveys, focus groups, online consultations and public meetings.

We undertake periodic surveys through the Angus Citizens' Panel and also undertake a biennial citizen's survey gathering views on our services; our customer care; the perception of the council; respondents' life experiences and our contact with residents.

Individuals can comment on services at any time at our ACCESS offices, via ACCESSLine or online using the compliments, comments and complaints form on our website at www.angus.gov.uk/customer-care.

Within Angus there are 23 community councils in operation, out of a possible 25, that co-ordinate and express the views of their communities in relation to matters for which the council and other public bodies are responsible. We consult with community councils regularly and hold bi-annual meetings where representatives of all community councils, our elected members and staff have an opportunity to discuss collective issues, exchange experiences, ideas, information and good practice.

Since 2003 a local community planning team has been funded by the Angus Community Planning Partnership to support the development of local community planning in Angus. The local team has bases in Arbroath, Brechin, Carnoustie and Kirriemuir. In addition local area partnerships in Angus assist local people to identify the priorities for their communities and support the delivery of locally based action.

4 Angus Council Priorities

We are working with our partners to make our communities:

- **Prosperous and Fair**
- **Learning and Supportive**
- **Safe and Strong**
- **Caring and Healthy**
- **Sustainable**

This part of the corporate plan sets out, against each of these five priorities, the outcomes which we are working toward to help make Angus a more prosperous and successful county and a better place to live and work in. The specific areas that we as a council will focus on over the next four years as we strive to achieve these outcomes, are detailed at the end of each section.

This work will be planned and delivered at service level so the detailed actions and target dates are set out not in this corporate plan, but in each of our departmental service improvement plans.

This work is also reflected in the plans of the five thematic partnership groups of the Angus Community Planning Partnership; recording the whole of the public sector's contribution towards the five priorities.

We systematically measure our performance and report on our progress against our targets to determine how well we are delivering on our agreed priorities and outcomes. This is done at a departmental, corporate and community planning partnership level to provide us with the performance information we need, to manage both operationally and strategically.

We report on our progress each September in the council's corporate annual report:

Links to each of the service improvement plans, the thematic partnership delivery plans and the corporate annual report are to be found at www.angus.gov/performance.

Communities that are Prosperous and Fair

The council is working to secure a prosperous and fair Angus by supporting businesses, investing in infrastructure and promoting the learning opportunities that will encourage and enable the development of our communities.

Current position

The employment profile of Angus shows a dependence on public sector employment along with significant numbers of people reliant on manufacturing jobs and higher than average employment levels in the agricultural sector. There has been considerable growth in service sector jobs although not on the scale of Scottish trends, with very little growth in the business and finance sectors. The relative narrowness of the employment sector in Angus poses risks for the sustainability of the local economy as employment in manufacturing and the primary sector is set to decline.

Average earnings in Angus are below the Scottish and UK average. The county's relatively high number of part-time jobs has a bearing on this low earnings position. Higher earners tend to live in Angus but work elsewhere.

The county's demographic profile indicates a rise in the number of older people alongside a decreasing population of economically active people. However in recent years Angus has experienced a marked increase in the number of economically active migrants settling in the area.

We help to stimulate investment in Angus by providing and developing business and employment sites in key locations to meet demand. Business advice and support is provided to encourage development and investment and the council promotes and facilitates opportunities for development and diversification.

Tourism is a major source of income and employment throughout Angus. The county is a microcosm of Scotland offering upland National Park, an attractive coastline, towns with strong cultural history, and activity based opportunities. Beyond the flagship golf Angus has considerable scope to improve its share of tourism in Scotland.

We are working towards the following outcomes for Angus:

- 1** we have a sustainable economy with good employment opportunities
- 2** Angus is a good place to live in, work in and visit

Over the next four years our focus will be on:

- broadening the county's employment base by supporting the development of renewable energies industries, food and drink, tourism, the care sector and the social economy
- supporting business development
- providing serviced land and property
- marketing Angus for business and tourism
- helping individuals to access employment and training and volunteering opportunities
- promoting mobility and accessibility
- investing in infrastructure

Communities that are Learning and Supportive

We want people of all ages to have the learning opportunities that will help them to fulfil their individual potential and be active citizens. This will help develop stronger communities that are more innovative, ambitious and resilient.

Current position

Angus has a higher percentage of people with qualifications than the Scottish average. A very low percentage of school leavers have no qualifications and considerably more of them enter higher and further education than the national average.

The primary school population of 8700 pupils is dispersed across 53 schools. The smallest has fewer than 10 pupils and the largest over 400; all have nursery classes. Our eight secondary schools vary in size from 600 pupils to around 1100, accommodating 6900 pupils in total.

Considerable improvements to the school estate have been and continue to be made. In recent years this has included the construction of a new high school; nine new primaries and an ongoing schools refurbishment programme across Angus.

Every child has a right to live safely and we believe that child protection is everyone's responsibility. Our corporate parenting responsibility puts the needs of children and young people at the centre of our work. This corporate parenting role is governed by national policy such as 'Getting it Right' and is guided by local need, as identified within the integrated children's services planning framework developed with our partners.

Learning in the community is delivered by our community learning & development service. The service is charged with building capacity in our communities, engaging in effective youth work and also working with adult community groups.

We are working towards the following outcomes for Angus:

- 3** our children and young people are confident individuals, effective contributors, successful learners and responsible citizens
- 4** adults maximise their potential through learning opportunities
- 5** individuals and families are involved in decisions which affect them
- 6** individuals are involved in their communities

Over the next four years our focus will be on:

- implementing Curriculum for Excellence
- improving early years provision
- improving educational attainment
- implementing school building improvements
- protecting children and vulnerable adults
- supporting children and young people who are in greatest need
- improving outcomes for looked after children
- facilitating health services in schools
- developing active schools and communities
- encouraging children and young people to be involved in community life
- supporting adult learners
- supporting and actively promoting volunteering
- supporting the voluntary sector to provide services

Communities that are Safe and Strong

By improving our housing and neighbourhoods; and by working with partners to fight crime and reduce the fear of crime, we can help build communities that we are proud to be a part of and that allow us to fulfil our potential.

Current position

The 2009 Angus Citizens survey showed that our citizens rate quietness and friendliness as the best aspects of their neighbourhoods and while all levels of criminal and anti-social behaviour are found in the county, the crime rate is well below the national average.

A broad range of work is being done to enhance the day to day quality of life in local neighbourhoods. This ranges from a sustained programme of investment in council housing and the roads network, to the provision of the community warden service that works with local communities to target antisocial behaviour hotspots and prevent incidents of antisocial behaviour from arising.

Where antisocial behaviour does happen, our antisocial behaviour unit works closely with local housing offices, housing associations, council departments, the courts and the police to effectively co-ordinate and deal with the problems experienced by our residents.

We are also providing support to the Safe as Houses initiative for more vulnerable residents and the Doorstoppers scheme is working to give reassurance, reduce the fear of crime and the incidence of doorstep crime in Angus.

We are working towards the following outcome for Angus:

7 our communities are safe, secure and vibrant

Over the next four years our focus will be on:

- reducing anti-social behaviour
- encouraging tenant and community engagement
- developing and supporting activities for young people and for volunteering
- working to maintain the road and lighting network to provide a safer environment
- promoting responsible trading practices
- supporting the development of parenting skills
- reducing crime through offender management and youth justice

Communities that are Caring and Healthy

We are working with NHS colleagues to address health inequalities and provide more co-ordinated, responsive and efficient health and social care services to improve the life expectancy and life chances of our citizens.

Current position

The demographic forecast is for a significant rise in the number of older people and adults with physical and learning disabilities in Angus in the next 20 years. Our social work and housing services are planning for this additional pressure on services, gradually shifting to a model of care that enables a continuing independence at home; and investing in the development of housing units that offer a safe and supported alternative to residential care.

Family members are often primary carers and in Angus over 2000 of the estimated 9500 carers are providing more than 50 hours of care a week. Most are women and over 200 are aged under 16. Our carers strategy puts carers' views at the centre of service planning and sets out an information, advice and support framework for carers.

A 2009 study reported there were 868 problem drug users engaged in services in Angus and across Tayside 10% of 13 and 15 year olds reported being drunk more than 10 times. The adverse impact of this drug and alcohol misuse is being tackled through the Alcohol and Drugs Partnership and other initiatives. Through this work we are promoting behavioural change and supporting individuals to reduce the harm caused by their alcohol or drug use.

Angus has a mix of housing but there is a recognised need for more affordable homes in certain areas. The Angus Local Plan ensures that there is a balance between the protection of the local environment and the need for new development, to provide appropriate levels of housing and maintain the viability of communities.

We are working towards the following outcomes for Angus:

- 8** we have improved the health and wellbeing of our people and inequalities are reduced
- 9** individuals are supported in their own communities with good quality services

Over the next four years our focus will be on:

- enabling people to live at home for as long as practically possible
- developing supported accommodation for people who require additional support
- supporting people who have learning disabilities, physical disabilities and mental health problems
- supporting individuals and families living with an alcohol or drug dependency
- supporting carers including young carers
- promoting volunteering
- increasing the availability of good quality affordable housing with an emphasis on affordable rented accommodation
- promoting participation in leisure and cultural activities
- ensuring environmental health standards are maintained

Communities that are Sustainable

The council plays a key role in protecting the natural environment of Angus, balancing development demands with long term sustainability, as well as providing the services and facilities that ensure it remains a desirable place for residents, businesses and visitors.

Current position

Angus is an essentially rural area and while the main clusters of population are found in the seven main burghs, these are surrounded by thriving villages and smaller settlements. Around half of the population of Angus live in rural or semi-rural communities.

This dispersed and diverse population adds pressure to service planning and delivery. The educational viability of smaller rural schools can be threatened by fairly small shifts in population and the public transport essential to rural communities has to be heavily subsidised to survive.

We are promoting recycling and have adopted fortnightly general waste collections in most areas. We encourage alternatives to car use through investment in walking and cycling routes and by supporting public transport.

We have signed up to the Climate Change Declaration and are committed to reducing greenhouse gas emissions in our business practices so we can lead by example in the community.

We are working towards the following outcomes for Angus:

- 10** our communities are developed in a sustainable manner
- 11** our natural and built environment is protected and enjoyed
- 12** our carbon footprint is reduced

Over the next four years our focus will be on:

- improving waste management and recycling arrangements
- ensuring land use plans both support new developments and protect the environment
- promoting sustainable energy developments
- supporting more active modes of travel such as walking, cycling and developing public transport including demand responsive transport
- alleviating the effects of climate change eg flooding, winter weather
- encouraging biodiversity and energy efficiency in any new builds
- maintaining parks, cemeteries and open spaces
- supporting green volunteering
- reducing the council's carbon footprint through flexible or mobile working schemes, ensuring efficient use of energy in council property, reducing the number of council offices, delivering our business sustainably

Managing Our Business

To deliver on our five priorities and to maintain the quality of services Angus is known for, it is vital that we manage our business effectively.

This section sets out how we plan our work, manage our resources and report on our performance. It also outlines our governance and scrutiny arrangements.

5 Managing Our Business

Our Plans

This corporate plan is our strategic plan, setting out our vision, values and priorities and as such is the key component of the overall planning framework for the council.

For the first time this corporate plan is aligned with the Angus Community Plan and Single Outcome Agreement. We have formally adopted the vision, values and priorities of the Angus Community Planning Partnership as they articulate our own corporate priorities and areas of focus.

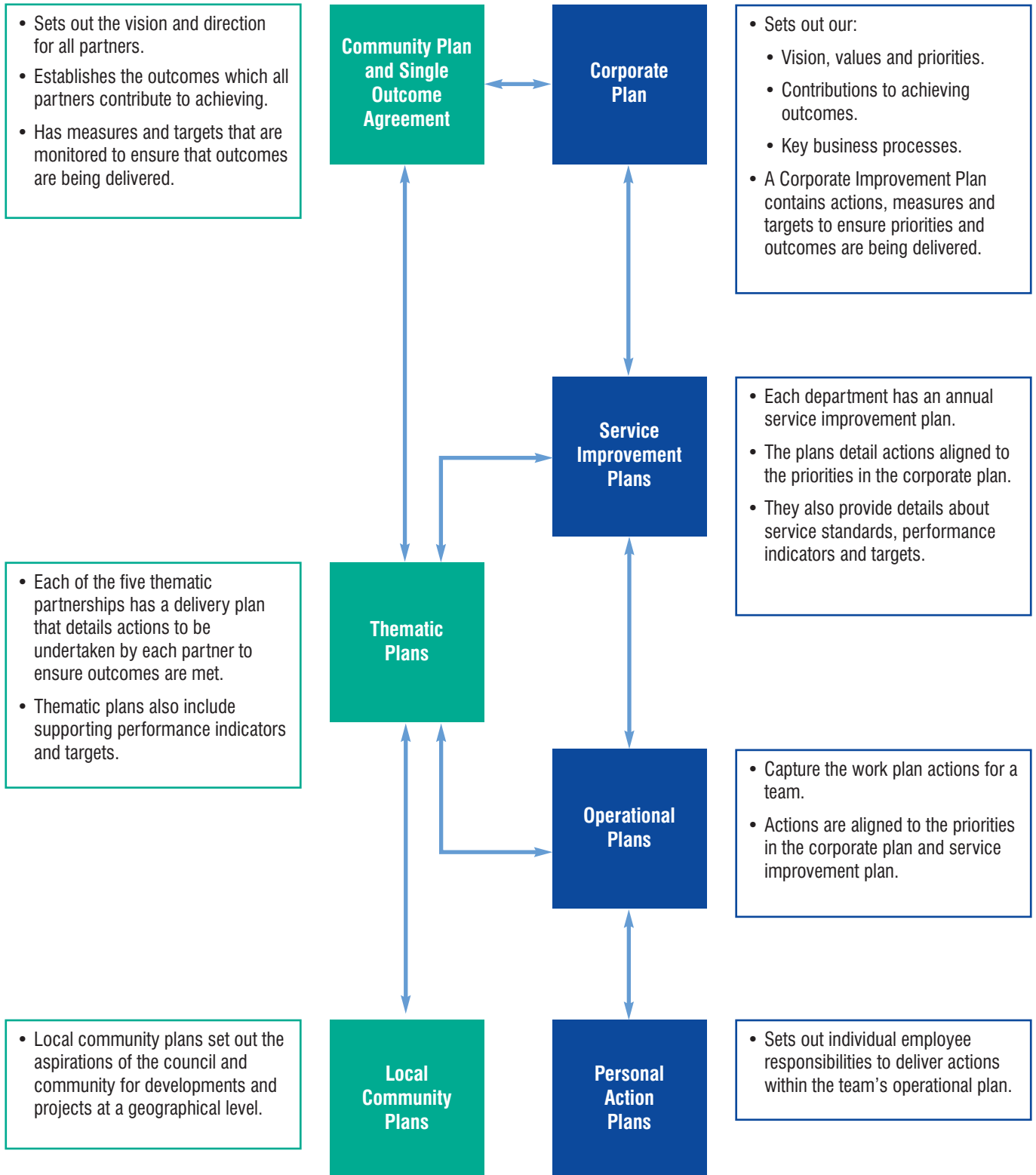
The diagram opposite shows the planning framework that we work to, demonstrating the strategic and operational relationships that drive and deliver the plans of the council as well as those of the community planning partnership. It illustrates how the work of the council, at both strategic and operational level, is integral to the delivery of the partnership's agreed outcomes for Angus.

The diagram also shows how our work is planned, structured and managed to ensure the expected outcomes are delivered, both directly by the council and in conjunction with our partners.

It is crucial to the planning and management of our business that we are aware of both our strengths and areas for improvement. We use self assessment as a systematic and comprehensive means of achieving this. Self assessment is done at both a corporate and departmental level.

Our corporate improvement plan accompanies this plan and incorporates actions to improve our business management arrangements. The improvement plan is managed by our Performance Review Group at officer level and our Scrutiny and Audit Sub Committee and Strategic Policy Committee at elected member level.

Diagram 1



Our Performance

It is important that we have in place effective and robust management arrangements for each of our plans, both those within the council and those of the community planning partnership.

The diagram opposite shows the performance management framework we work to. It illustrates the strategic and operational relationships that allow us to monitor and manage both the plans of the council and the contribution we are making to the plans of the partnership.

We aim to be open and transparent about our performance and want to make sure that individuals and communities can get the information they need to make their own assessment of how well we are performing as an organisation.

Our public performance reporting framework outlines our approach to, and the arrangements for, reporting on our performance to the public. Our approach is guided by the following principles:

- to be effective public performance reporting needs to take account of the different needs of the public
- performance information needs to be relevant, accurate, consistent and understandable, ranging from a general picture of how we are performing to information about the performance of individual services
- performance information needs to be communicated in the right format
- the need to provide performance information at the right time

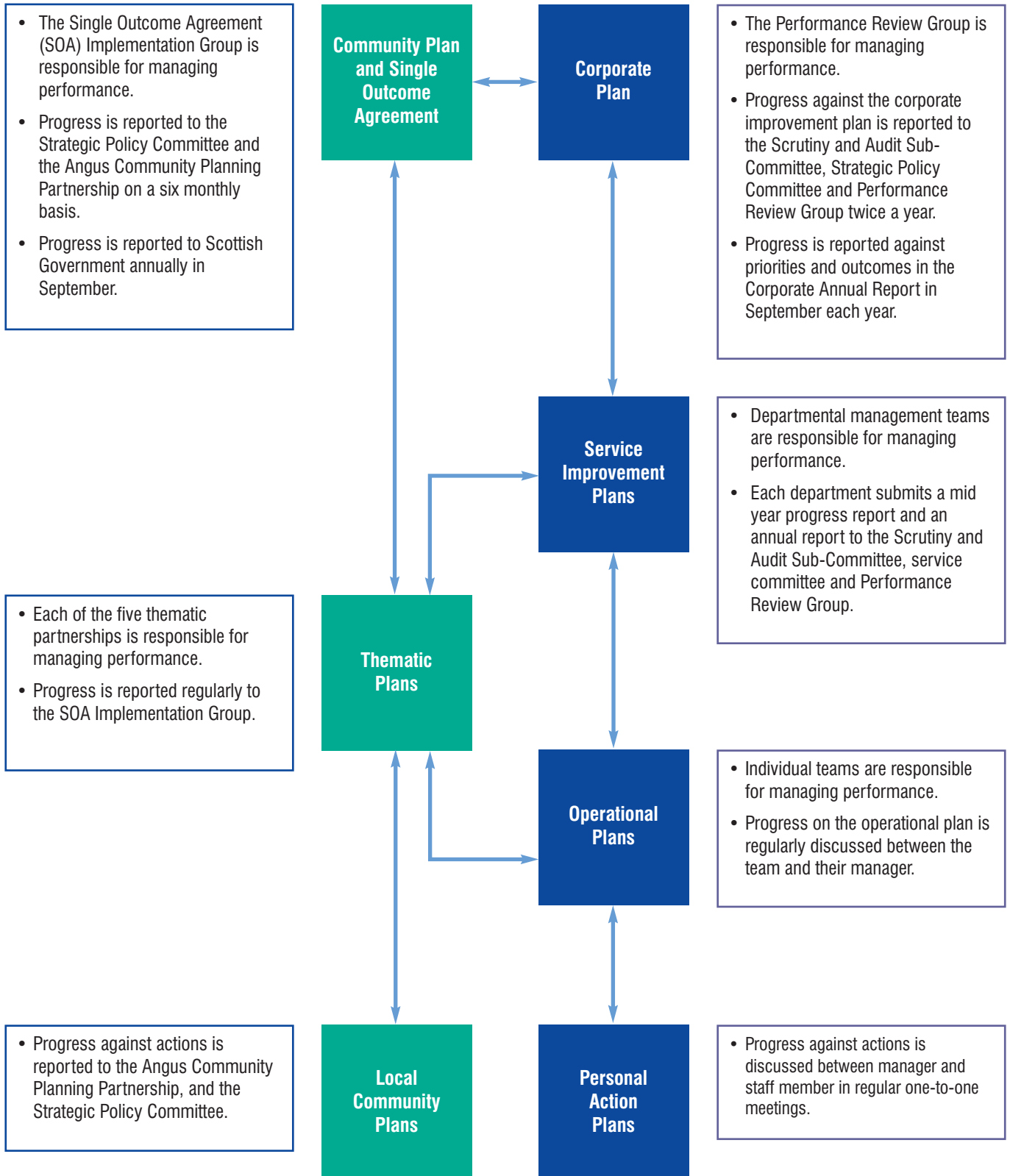
We have a public performance reporting calendar which specifies the corporate performance information we make available to the public throughout the year. In addition individual services report to the public on different aspects of their performance.

Angus Council Performs contains performance reports on council business and can be accessed on our website – www.angus.gov.uk/performance

Angus Performs is a part of the community planning website – www.angus.org.uk
This reports on the performance of the Community Plan and Single Outcome Agreement and can be viewed at www.angus.org.uk/angusperforms.

We welcome any feedback on our performance information, as this will help to inform our future decision making.

Diagram 2



Our People

Our success is built on our people. Our 5500 employees turn our vision and strategy into policies, plans and practical realities. They manage resources, they deal with change, they deliver our services and determine their quality.

Our People Strategy details how our people are managed and developed and how we support them to achieve our priorities. It sets out our approach to people management, promoting best practice in areas such as leadership, communication, reward and recognition, and learning and development. It also states what our employees can expect from the council and what the council expects from them.

We use the Investors in People (IIP) standard, a national quality standard in people management, to help us measure our people management practice. Angus is one of the few councils in Scotland to hold corporate IIP accreditation, against which we are annually assessed.

We gather and report a range of quantitative and qualitative information to help assess and improve our people management performance. Quarterly and annual reports on areas such as sickness absence and employee turnover are reported to the Performance Review Group at officer level and the Scrutiny and Audit Sub Committee at elected member level.

We also carry out periodic employee surveys in order to identify and address areas requiring further development.

Given the ongoing financial pressures facing the public sector, our focus will be on managing a reduction in our workforce. In doing so we must ensure we continue to have the people with the right knowledge, skills and motivation in place to deliver the best possible services. We are confident that we have the appropriate range of policies and processes in place to achieve this.

Over the next four years our focus will be on:

- managing a reduction in our workforce
- engaging staff in developing service improvements
- improving staff attendance and performance
- continuing to develop our staff
- improving communications and consultation arrangements with staff

Our Services

Our primary aim is to provide services that are high quality, continually improving, efficient and responsive to local people's needs.

We also aim to provide a courteous and helpful service to our customers to deliver the best standards of customer care possible.

Customer and citizen surveys show that we have a high customer satisfaction rating but there is always scope to improve, to become more efficient and effective.

Efficiency reviews which examine the operation of specific services help us achieve that. A programme of corporate and service efficiency reviews is identified each year. Progress against and outcomes from our programme of reviews are considered by the Performance Review Group at officer level and the Scrutiny and Audit Sub Committee at elected member level.

Our Customer Services Strategy sets out how we will deliver high quality, cost effective, customer centred services. We are continuously encouraging and supporting responsive customer services across the organisation. We are transforming service delivery where change is needed and are investing in our people to improve how we work. We recognise that by working more closely with our partners we can deliver more accessible and joined up services to citizens.

Over the next four years our focus will be on:

- improving our public communication and consultation methods
- reviewing how we can make better use of our websites to improve our electronic service delivery
- maximising opportunities for our customers to contact us and access services at the first point of contact
- ensuring that we have the highest standard of customer care
- further improving services through efficiency reviews

Our Finance

We have a proven track record of sound financial management and as a consequence are in a fairly strong and stable financial position.

However the period covered by this corporate plan will be the toughest ever given the significant reductions in public expenditure projected over the next few years.

We are planning ahead for these difficult times to ensure our finances remain strong and we can protect service provision as far as possible.

Our Medium Term Financial Strategy maps out the scale of the financial and service challenges which we face. This strategy is critical to our forward planning. It is updated annually to provide a clear and sustainable context for future decisions about service provision. This ensures that our limited resources are allocated on a policy led basis. Given the financial climate we are operating in this will require some tough decisions regarding allocation of monies and budget savings.

Each year we are required to set a balanced budget. Our budget setting process begins in the summer with the identification of corporate priority areas, the preparation of projects for the year ahead and the formulation of budget preparation guidance.

By the end of each year detailed base budgets for each department are developed for the forthcoming financial year, and where necessary savings are identified to enable a balanced budget to be set.

Final budgets are approved in February at which time we set the level of council tax for the forthcoming year. Angus continues to have one of the lowest levels of council tax of all Scottish mainland authorities.

We have a budget communication and consultation strategy which outlines our approach to involving communities with our budget setting process.

Over the next four years our focus will be on:

- finding savings estimated at £23 million by 2014
- better understanding our service costs
- ensuring the vast resources we have are spent on the services needed by the people and communities of Angus

Our Assets

We are committed to ensuring the efficient and effective use of our assets – buildings, land, vehicles, plant and equipment.

Our Corporate Asset Management Plan and Implementation Plan are designed to maximise the use of our public assets and to minimise the opportunity cost of resources tied up in land and buildings.

Our Corporate Asset Management Group is conducting a phased comprehensive asset holding review. The group is also examining opportunities for home, mobile, and flexible working, and considering opportunities to rationalise our property portfolio.

Significant savings have already been realised and our aim is to achieve continued efficiencies in future.

Improved procurement within the public sector offers potential for further significant savings. Through our dedicated procurement team and involvement in the Tayside Procurement Consortium with our neighbouring councils, substantial savings are being achieved. Further savings are expected as a result of improved procurement practice and the streamlining of business processes.

An Information Technology Steering Group considers overall IT requirements across the council.

The Angus Community Planning Partnership has a well established accommodation group where opportunities for partners to share accommodation have been taken and continue to be planned.

Over the next four years our focus will be on:

- reviewing our assets in each of the burghs of Angus
- reviewing opportunities for home, mobile and flexible working
- rationalising our accommodation base and where appropriate, sharing accommodation with our partners
- continuing to drive efficiencies and realise returns from our procurement processes

Our Governance and Scrutiny

Governance is about how we ensure that we are doing the right things, in the right way, for the right people, in a timely, inclusive, open and accountable manner.

Our governance arrangements comprise the systems and processes and culture and values by which the council is directed and controlled and through which we account to, engage with, and, where appropriate, lead the community.

These arrangements are captured within our Code of Corporate Governance.

We conduct an annual self assessment which considers the extent to which we comply with our code. The outcome of the self assessment is reported to the chief executive and this, together with the independent findings of our chief internal auditor's review of our governance arrangements, forms the basis of a report from the chief executive to our Scrutiny and Audit Sub Committee and informs an annual governance statement signed by the chief executive and the leader of the council.

Actions to address any areas identified for development are included within our corporate improvement plan.

We acknowledge that identifying, understanding and managing risks results in better management and delivery of services. Risk management is therefore an essential part of our approach to effective and efficient management and planning.

Integral to our approach is our corporate risk register which identifies those risks which relate to the achievement of our corporate priorities, and departmental risk registers which identify the operational risks facing our departments. Actions to manage risks are also detailed in the risk registers.

The corporate risk register is managed by the Chief Officers Management Team at officer level and reported to the Scrutiny and Audit Sub-Committee at elected member level. Departmental risk registers are managed by departmental management teams.

In addition, each major project which we deliver has its own specific risk register.

In addition to our own internal reviews of progress and performance, we are subject to regular audit and inspection by a wide range of external scrutiny agencies acting on behalf of the Scottish Government.

6 Glossary of Terms

Angus Community Planning Partnership: a group that is led by Angus Council and has representation from all of the main public and voluntary sector organisations working in Angus.

Community Plan and Single Outcome Agreement (SOA): outlines the Angus Community Planning Partnership's vision, values and priorities for the area. It also sets out how we work towards improving outcomes for the people of Angus in a way that reflects our local circumstances and priorities.

Community Councils: elected bodies which ascertain, co-ordinate and express the views of the community they represent to local authorities and other public bodies.

Corporate Improvement Plan: sets out the actions that we wish to achieve as a council in order to improve our business.

Local Area Partnerships: established in areas across Angus local partnerships look at potential future developments for their area and develop community based activities.

Local Community Planning: the process of looking at community planning and the delivery of outcomes for individuals and communities within a geographic context.

Outcomes: the term used by Scottish Government to describe what is intended to be achieved through a variety of partnership working across Scotland. Angus Council has developed local outcomes which are incorporated within the Angus Community Plan and Single Outcome Agreement.

SOA Implementation Group: a group of senior officers from across the public and voluntary sector in Angus who monitor and manage the performance of the thematic groups on behalf of the Angus Community Planning Partnership.

Thematic Partnerships: there are five partnership groups comprising representatives from the Angus Community Planning Partnership which report to the partnership addressing:

- Economic Development
- Children's and Learning
- Community Safety
- Community Care and Health
- Rural and Environment

