

Angus Council

Assurance and Improvement Plan

2014–17

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Introduction

1. This Assurance and Improvement Plan (AIP) sets out the planned scrutiny activity in Angus Council between April 2014 and March 2017. The AIP is based on a shared risk assessment undertaken by a local area network (LAN). There is a LAN for each council, comprising representatives of all the scrutiny bodies who engage with the council. The aim of the shared risk assessment process is to focus scrutiny activity where it is most needed and to determine the most proportionate scrutiny response over a three year period.
2. This is the fifth AIP for Angus Council since the introduction of the shared risk assessment process.¹ It is the result of the shared risk assessment which began in October 2013. The process drew on evidence from a number of sources, including:
 - the annual report to the Controller of Audit and elected members for 2012/13 from the council's appointed external auditors
 - evidence gathered from Audit Scotland, Education Scotland, the Care Inspectorate, the Scottish Housing Regulator (SHR), and Her Majesty's Inspectorate of Constabulary for Scotland (HMICS), including published inspection reports and other supporting evidence
 - the Single Outcome Agreement (SOA) and associated development plan for the council area
 - the council's own performance data and self-evaluation evidence
 - analysis of data from the SOLACE / COSLA / Improvement Service Local Government Benchmarking Framework.²
3. The shared risk assessment process was reviewed in 2013, in the context of a significantly changed scrutiny landscape and the evolving public service reform agenda.³ Based on the findings of the review, this year's shared risk assessment focused on identifying the council's current position in implementing the Scottish Government's reform agenda. It also placed more emphasis on scrutiny risk in relation to the council's improvement and transformation agenda. This change in approach is reflected in the structure of the AIP for 2014-17, which covers four areas:
 - local priorities and public service reform
 - corporate assessment
 - service performance
 - improving and transforming public services / public performance reporting.

¹ Assurance and Improvement Plans for each council since 2010 are available on the Audit Scotland website: <http://www.audit-scotland.gov.uk/work/scrutiny/aip.php>

² The indicators used in the framework can be found on the Improvement Service website: <http://www.improvementservice.org.uk/benchmarking/>

³ The review of the shared risk assessment process was one of four work streams taken forward by the Strategic Group for Local Government Scrutiny Co-ordination during 2013.

4. Scrutiny risk is assessed against the following criteria:
 - No scrutiny required - there are no significant concerns, so no scrutiny work is necessary
 - Scrutiny required - there are concerns about performance, services or outcomes, resulting in the need for scrutiny work
 - Further information required - there is insufficient information to reach a judgement about performance.

5. The National Scrutiny Plan for 2014/15 is available on the Audit Scotland website. It provides a summary of planned scrutiny activity across all councils in Scotland, based on the AIPs for each council.

Summary

6. Angus Council has undergone a period of significant change both in terms of its management team and the structure of the organisation. With effect from April 2013, five traditional service directorates were replaced by three strategic directorates covering people, communities and resources. Work continued throughout 2013/14 to realign services within the new directorates and in March 2014, the Angus Council Plan 2014-2017 was published setting out seven priority areas of work. Over the next two to three years, the council needs to deliver savings of around £23 million which may lead to a reduction in its staffing levels by around 10%.
7. The Care Inspectorate, in partnership with the Association of Directors of Social Work and the Risk Management Authority, has been undertaking supported self-evaluation activity to assess the initial impact of the introduction of the assessment and case planning instrument LS/CMI across Scotland's criminal justice social work services. This activity started in June 2013 and will conclude with the publication of a national report by Summer 2014. Action plans arising from this activity will be implemented in 2014.

Planned scrutiny activity

8. Through the shared risk assessment process, the LAN concluded that Best Value follow up work should be undertaken in 2015/16 to assess the management restructuring and its impact on the delivery of council priorities and service performance. The outcome of the previous Best Value audit was reported in May 2010 when it was felt that the council had good quality services and a commitment to improvement but lacked the capacity to deliver its improvement plans.
9. The council has considered several reports setting out progress in realigning services within the new structure. The detail of the management restructuring has been developed through a member/officer working group with team briefings and online bulletins used to communicate developments to staff. The LAN felt it needed to consider information in terms of overall project timescales and the detail of the council's change plans. Consequently, a review will be undertaken of the arrangements supporting the management restructure, progress being made against transformation plans and workforce reduction activities being considered to deliver the savings required in the longer term. This will provide evidence for initial observations on the council's change management to be included in the 2013/14 annual report on the audit.
10. Outcomes in housing are showing a mixed performance and the Scottish Housing Regulator (SHR) will issue the council with a Performance Inquiry document in 2014/15. This will allow the council to carry out a self-assessment in specific service areas identified by SHR where they require further assurance on the council's performance.

11. Audit Scotland will follow-up two national performance audits during 2014. This will involve targeted follow-up of 'Arm's-length external organisations (ALEOs): are you getting it right?' (June 2011) and 'Major capital investment in councils' (March 2013). Audit Scotland will also carry out a programme of performance audits during the period of this AIP that will involve work with councils. The performance audit programme for 2014/15 is available at <http://www.audit-scotland.gov.uk/work/forwardwork.php?year=2014>.
12. Scrutiny work on Adult Services is also planned for the year 2014/15. This forms part of the scrutiny of Adult Services across Scotland, which will involve the Care Inspectorate and Healthcare Improvement Scotland carrying out a joint inspection of Adult Services in Angus in 2014.
13. The scrutiny plan also includes scrutiny activity arising from national priorities and directions. For 2014/15 this work covers the Care Inspectorate, who in partnership with the Association of Directors of Social Work and the Risk Management Authority, has been undertaking supported self-evaluation activity to assess the initial impact of the introduction of the assessment and case planning instrument LS/CMI across Scotland's criminal justice social work services. This activity started in June 2013 and will conclude with the publication of a national report by Summer 2014. Action plans arising from this activity will be implemented in 2014.
14. There is some scrutiny activity planned across councils in 2014/15, but scrutiny bodies are yet to determine which specific council areas will be included. This includes the following:
 - The SHR recently carried out a thematic inquiry into the outcomes that councils are achieving by delivering housing options and prevention of homelessness services. A sample of councils were selected to take part in this as case studies. The findings from this work could potentially lead to further engagement with some councils. The SHR will carry out further thematic inquiries between 2014/15 and 2015/16. If a council is to be involved in a thematic inquiry the SHR will confirm this with the council and the appropriate LAN lead.
 - HMICS will be inspecting local policing across Scotland over the next three years. This will examine, amongst other things, local scrutiny and engagement between Police Scotland and councils. The geographic areas to be inspected during 2014-15 have yet to be determined.
 - Education Scotland will continue to engage with councils for the purpose of validated self-evaluation (VSE). The scheduling of VSEs will be arranged by negotiation between Education Scotland and individual councils.
 - Education Scotland will be working in partnership with councils to carry out self-evaluation of education psychology services over a two year period beginning in 2014/15.
 - Education Scotland will be reviewing the quality of Careers Information Advice and Guidance services delivered by Skills Development Scotland across all council areas over the next three years.

15. Scheduled audit and inspection work will take place through the annual audit process and the ongoing inspection of school and care establishments by Education Scotland and the Care Inspectorate respectively will continue as planned. The individual audit and inspection agencies will also continue to monitor developments in key areas of council activity and will provide support and challenge as appropriate. This will also help to inform future assessment of scrutiny risk.
16. A timetable for the planned audit and inspection activity in Angus Council between April 2014 and March 2017 is at Appendix 1.

Local priorities and public service reform

17. Local councils are operating within a context of significant change as a result of the challenging financial environment and the public service reform agenda. The Scottish Government's reform agenda emphasises the importance of place, people, partnership, prevention and performance in public services. This year's shared risk assessment identified the council's current position in implementing the Scottish Government's reform agenda, specifically in relation to:
- community planning and new Single Outcome Agreements
 - police and fire oversight arrangements (following the introduction of new national police and fire services)
 - health and social care integration
 - welfare reform.

Community planning and Single Outcome Agreements

18. The Angus Community Planning Partnership (ACPP) has developed a Community Plan and Single Outcome Agreement (SOA). This outlines the five priority areas that the partnership will focus on to support the achievement of their vision. These priorities are:
- Prosperous and fair
 - Learning and supportive
 - Safe and strong
 - Caring and healthy
 - Sustainable
19. The plan also outlines twelve outcomes and three cross-cutting themes that the partnership wishes to achieve in terms of quality of life and life opportunities for individuals, families and communities within Angus. These outcomes reflect local circumstances and priorities but also support and contribute towards the government's sixteen national outcomes.
20. A planning day is held for community partners on an annual basis but in respect of 2013/14, it has been held more frequently to reflect the period of change within the council and across the ACPP. In addition, a community planning partnership board oversees the strategic development of the partnership and is responsible for putting performance management arrangements in place.

21. The ACPP undertook a review of its effectiveness which included a self-assessment exercise and resulted in the implementation of a revised structure of thematic groups to support the working of a new ACPP Board. As part of the restructure of the council and particularly the communities directorate, work is ongoing to better align community planning arrangements with council staff teams responsible for progressing some of the related priorities.

Police and fire

22. Following the introduction of the Police and Fire Reform (Scotland) Act in 2013 resulting in a single Scottish police force and single fire and rescue service, new arrangements for local scrutiny and engagement were put in place. Angus Council established a police and fire sub committee of the Policy and Resources Committee to undertake the scrutiny of Police and Fire local plans and performance reports. The sub committee meets quarterly to consider both police and fire performance and operational results. Community safety is monitored as part of the Community Planning Partnership's arrangements.
23. HMICS conducted a thematic inspection of the new arrangements for local scrutiny in 2013 and believe that the new arrangements for local scrutiny and engagement (LSE) require more time to bed in and that it is therefore too early to assess the effectiveness of these arrangements.
24. In relation to the wider issue of the delivery of community safety, HMICS has seen no significant changes to partnership arrangements since the creation of a single police service model for Scotland. HMICS is considering community safety as a possible area of focus within its 2014-17 work plan.
25. Fire reform is also still at an early stage and HM Fire Service Inspectorate (HMFSI) has not as yet undertaken any detailed examination of the way in which community safety and engagement activities are delivered across local authority areas in Scotland. HMFSI published An Overview of the Scottish Fire and Rescue Service (SFRS) in 2013. In its report, HMFSI highlighted that local senior officers (LSOs), who have responsibility for overseeing partnership working with local authorities in the delivery of community safety and engagement, are clearly sighted on their responsibilities and are keen to make local partnerships work in an effort to optimise community outcomes.
26. The Scottish Fire and Rescue Service (SFRS) is consulting on a suite of local fire and rescue plans. HMFSI is not currently proposing any specific scrutiny on local planning and consultation processes, but may consider this in its future inspection plans.

Health and social care integration

27. The council and NHS Tayside established a shadow joint board as an interim body which is advisory in nature. The shadow board was implemented with effect from 1 October 2013 and will exist until 31 March 2015. An interim Chief Officer has been appointed and took up post on 1 April 2014. The shadow joint board is responsible for the strategic direction of health and social care integration and the reshaping of adult care services in Angus. It recommends relevant action and activity for approval by relevant Committees of Angus Council and the NHS Tayside Board. The Leader of the council and the Chair of NHS Tayside co-chair the board.
28. Other members of the board include:
- Two elected members of Angus Council;
 - Two non-executive members of NHS Tayside Board;
 - Strategic Director - People, Angus Council;
 - Deputy Chief Executive, NHS Tayside;
 - Chief Social Work Officer;
 - Nurse Director.
29. An integration plan has been developed which describes in more detail the services within the scope of the future Angus Health and Social Care Joint Board.

Welfare reform

30. The Welfare Reform Act 2012 represents the biggest reform of the UK welfare system for 60 years. The council receives regular reports on the potential impact of welfare reform on its communities and services, and has carried out a review in this area. The review will lead to a number of changes in aspects of service delivery. For example,
- collection of rent to be transferred, as a proactive measure, from Housing to Revenues and Benefits to be integrated with Council Tax and Housing Benefits administration
 - a new visiting officer role created to deliver a more co-ordinated service to service users relating to financial matters
 - Libraries and Community Learning and Development (CLD) computers to be upgraded so that they are fit for purpose for public internet access
 - a financial inclusion network is to be established with representation from all key internal and external partners to ensure a robust and holistic response can be made to the challenges arising from welfare reform.
31. In 2013-14, the Scottish Housing Regulator (SHR) surveyed social landlords and published findings on the early impact of welfare reform on rent arrears. It will continue to gather information on rent and arrears through the annual return on the Scottish Social Housing Charter in order to monitor the impact of welfare reform on social landlords and their tenants.

Corporate assessment

32. The following table provides an assessment of scrutiny risk relating to the council's management arrangements (including how it is meeting its Best Value obligations).⁴

Area	Risk assessment	Current position	What we plan to do
<p>Leadership and direction</p> <p>How the council's vision is designed around its knowledge of its local communities and how this is translated throughout all the council's plans and strategies.</p>	<p>Further information required. Initial work to be undertaken through the annual audit process.</p>	<p>There has been significant change in the corporate management team of Angus Council since January 2013. Five directors and an assistant chief executive have been replaced with three strategic directors covering work for citizens, work for communities and work for the council (resources). This is intended to reinforce a 'one council' approach to deliver new cross cutting ways of working</p> <p>A member/officer group was set up in 2012 to develop proposals for the council's management restructure. The work of the group continued during 2013/14 resulting in quarterly (approximate) reports to council setting out the detail for the realignment of services within the new structure. In addition, staff have been kept informed through briefings and online bulletins. In the final quarter of 2013, a review of the structure at heads of service level was completed.</p> <p>In March 2014, the Council Plan 2014-17 was approved by council and is supported by Directorate Improvement Plans for 2014/15.</p>	<p>Best Value follow up activity in 2015/16 (year 2 of the scrutiny plan) to assess impact of the changes on delivery of council priorities and service performance</p>

⁴ The Local Government in Scotland Act 2003. Best Value Guidance, Scottish Executive, 2004.

Area	Risk assessment	Current position	What we plan to do
		<p>The Council Plan sets out priorities under 7 key areas:</p> <ul style="list-style-type: none"> • Area based services • Economic development • Early years and attainment • Implement self-directed support • Improve recycling • Integration of health and social care • Transformational change <p>During the 2013/14 annual audit, a review will be undertaken of the project management arrangements supporting the management restructure, progress being made against transformation plans and workforce reduction activities being considered to deliver the savings required (see financial management section for further information). This will provide evidence for initial observations on the council's change management to be included in the 2013/14 annual report on the audit.</p>	
Governance and	No scrutiny	The council is undergoing significant change both in terms of how it	No specific scrutiny

Area	Risk assessment	Current position	What we plan to do
<p>accountability</p> <p>Whether governance arrangements are working effectively and whether good governance underpins council decisions and supports performance improvement.</p>	required	<p>manages its services and also as a result of the need to deliver substantial savings over the next 3 years. A number of significant projects have been included within the council's priorities which require a sound project management framework to monitor and report progress. (See Transforming Public Services p21)</p> <p>More generally, no significant issues have been identified by internal or external audit with regard to internal financial controls.</p> <p>The council has undertaken a review of its committee structures. In January 2014, the thematic committees were introduced covering children and learning, communities, development and enterprise, policy and resources and social work and health. In addition, standing orders, order of reference for committees and the scheme of delegation for officers were updated to reflect the changes in structures and committees.</p>	activity
<p>Community engagement and empowerment</p> <p>Whether the council is giving local people a greater say in local budget decisions and giving communities a right to challenge local public service delivery.</p>	No scrutiny required	<p>The council undertakes a citizens' survey every two years to gather perceptions on a variety of subjects linked to local outcomes e.g. quality of life, health and wellbeing, community cohesion, feelings about Angus and service satisfaction. This helps the council to allocate resources for maximum community planning activity. Annually, the council also carries out a community engagement impact exercise that gathers information from partners on engagement activity employed, how often the national standards for community engagement are being applied, and whether a service has changed as a result of the activity.</p>	No specific scrutiny activity
<p>Financial</p>	No scrutiny	<p>The four year medium term financial strategy covering the period</p>	No specific scrutiny

Area	Risk assessment	Current position	What we plan to do
<p>management</p> <p>How effectively the council is planning and managing its budgets.</p>	<p>required</p>	<p>2014/15 to 2017/18 identified an overall funding gap of £29.8 million, which needs to be addressed. The 2014/15 budget set out budget savings proposals over 3 years and if delivered, will remove a significant element of the shortfall. For 2014/15 in particular, savings of £6 million have been approved. A number of service reviews and other efficiency initiatives are in progress and are expected to provide the detail for delivering the planned savings. Delivery of financial plans will continue to be monitored through the local audit process.</p> <p>The council engaged a market research company to obtain service prioritisation data from a variety of stakeholders with a view to informing the resource allocation over the medium term.</p> <p>In February 2014, the council set a balanced revenue budget for 2014/15 after approving savings totalling £6 million as mentioned above. The council has historically held uncommitted balances in line with its policy for reserves.</p>	<p>activity</p>
<p>People management</p> <p>The effectiveness of the council's workforce planning and management arrangements.</p>	<p>Further information required</p>	<p>The council is developing workforce plans to support the needs of the new structure. While a workforce strategy is in place, work is ongoing on the development of workforce plans. In addition, internal audit have a consultancy exercise scheduled on workforce planning arrangements. Progress in developing plans will be kept under review as part of the annual audit process.</p> <p>Angus Council continues to retain its Investors in People (IIP) accreditation.</p> <p>Statutory performance indicators for sickness absence show</p>	<p>No specific scrutiny activity</p>

Area	Risk assessment	Current position	What we plan to do
		absence rates slightly below national averages for both teachers (6.3 days v 6.6 days) and other staff (10.8 days v 10.9 days). This information is regularly reported to the council's Scrutiny and Audit Committee and has recently showed improvement.	
Asset management The council's arrangements for managing assets and how this key resource is used to support effective service delivery.	No scrutiny required	The Corporate Property Asset Management Plan was approved in June 2008. The plan includes actions to be implemented over a period of approximately seven years. This includes undertaking reviews on an area by area basis of asset provision. The plan has been updated to reflect asset movements.	No specific scrutiny activity
Procurement How effectively corporate procurement contributes to the council maximising value for money in the goods and services it uses to deliver its services.	No scrutiny required	The council has made some progress in its Procurement Capability Assessment score since 2010, increasing to 44 per cent in 2012. However for the past two years, this has been below the Scottish average, which for 2012 was 48 per cent. An Angus Procurement Sounding Board involving elected members was set up in 2013 to increase elected member involvement in this area and to act as an advisory and consultative group on procurement matters.	No specific scrutiny activity
Risk management	No scrutiny	The Corporate Risk Register is submitted to the council's Scrutiny	No specific scrutiny

Area	Risk assessment	Current position	What we plan to do
<p>The effectiveness of the council's arrangements for identifying, managing and mitigating risks and how its management of risk contributes to the successful delivery of public services.</p>	<p>required</p>	<p>and Audit and the Policy and Resources Committees twice yearly.</p> <p>The chief internal auditor's annual report for 2012/13 concluded that further work was required to ensure risk management is embedded, with members and managers at all levels recognising risk management is part of their jobs. Internal Audit made a number of recommendations to assist with embedding risk management within the council which were progressed during 2013/14.</p> <p>The council implemented a revised risk management strategy in February 2014.</p>	<p>activity</p>
<p>Information management</p> <p>The effectiveness of the council's arrangements for managing information as a key resource in delivering services.</p>	<p>Further information required</p>	<p>The council had to undertake a significant piece of work in 2013/14 to secure compliance with Cabinet Office requirements for public service networks. Further work was required to maintain compliance and, in the meantime, the council has had to restrict use of remote access to systems.</p> <p>The council has been moving towards more agile working for some time but this requires the implementation of citrix technologies to support hot desking.</p> <p>The council has an information governance policy. An information governance working group has been in place for some time and is taking forward the records management agenda. Ongoing priorities are managed through the information governance action plan.</p> <p>As part of the annual audit process, a review of ICT management is being undertaken to assess its effectiveness and capacity to support service delivery.</p>	<p>Review as part of the annual audit process</p>

Area	Risk assessment	Current position	What we plan to do
<p>Joint working Progress with any significant shared services initiatives, in particular in relation to governance or pace of implementation.</p>	No scrutiny required	<p>Strategic partners work well to deliver outcomes. The council and NHS Tayside have formed a shadow board as an interim arrangement for taking forward health and social care integration. An integration plan has been developed setting out the services for which the board will be responsible.</p> <p>The council has agreed plans with Tayside Contracts to transfer further services which will deliver efficiencies.</p>	No specific scrutiny activity
<p>Efficiency How effectively the council is improving its efficiency in response to the budget challenges being faced.</p>	Further information required	Historically the council has not faced the same challenges as other councils around budget savings. However, this position has recently changed with the need to prepare proposals for significant budget savings. The 2014/15 budget process identified the areas where savings will be required and work is in progress to identify the actual detail. The development of efficiency plans and their delivery will continue to be monitored through the annual audit process.	No specific scrutiny activity
<p>Equalities Whether the council is providing effective leadership of equalities and is meeting its statutory obligations.</p>	No scrutiny required	The council published its "Equalities mainstreaming Report and Equality Outcomes 2013 - 2017" in April 2013. The report sets out the council's approach to mainstreaming equality and provides details of quality outcomes (2013-2017) and employee information.	No specific scrutiny activity

Service performance

33. The following table provides an assessment of scrutiny risk relating to the performance of the council's main inspected public services (education, social care services and housing) and non-inspected services (e.g. corporate services, culture and leisure services, environmental services).

Area	Risk assessment	Current position	What we plan to do
Education The quality of local education services and the resulting outcomes (including early years).	No scrutiny required	<p>There were six early years establishments inspected during 2013. All of those inspections were positive inspections, with five out of the six inspections having evaluations of good or better across all quality indicators. The three primary schools inspected during the last year all had positive inspections. Attainment in secondary schools was less positive. Whilst there has been improvement in some areas, in the majority of performance measures Angus was below the national average and comparator schools.</p> <p>There will be ongoing Education Scotland Link Officer involvement in the inspection programme with follow up visits during school sessions in 2014/15. This should provide sufficient challenge at the present time.</p>	No specific scrutiny activity
Social care services The quality of local social work and care services and the resulting outcomes (including adult care, older people's	No scrutiny required	<p>Performance by the council in providing services is generally good but service redesign has been slow. National figures indicate two areas of concern - the exclusion rate of looked after children at home (based on the most recent published data from 2010/11) and the level of home care provided. Angus has the lowest level of home care provided to older people. The picture is replicated in intensive home</p>	<p>Joint inspection of adult services as part of a national programme, otherwise no specific scrutiny activity</p>

Area	Risk assessment	Current position	What we plan to do
<p>services, learning disability services, criminal justice services, mental health services, children and families).</p>		<p>care provided and home care provided in the evenings and weekends. They do however have high numbers receiving meals and using community alarms.</p> <p>The council performs well in the area of direct payment with provision both in number and amount above the Scottish average.</p> <p>Across all service types there is a greater proportion of services with all themes graded five or six in Angus compared to Scotland as a whole (46 per cent of services in Angus compared to 43 per cent nationally).</p> <p>As part of planned scrutiny of adult services across Scotland, the Care Inspectorate and Healthcare Improvement Scotland will carry out a joint inspection in Angus in summer 2014.</p>	
<p>Housing and homelessness</p> <p>The quality of housing and homeless services and the resulting outcomes.</p>	<p>Housing -Scrutiny required</p>	<p>Housing service indicators showed a mixed performance.</p> <p>Time taken to re-let empty properties has deteriorated over the last three years from 33 days in 2010/11 to 47 days in 2012/13, which is below the national average in 2012/13 of 33 days.</p> <p>Compliance with the Scottish Housing Quality Standard has dropped significantly following issues identified on completion of energy efficiency surveys. While the council are still advising the SHR that it will meet the requirements by 2015, this is an area of concern.</p> <p>The percentage of properties allocated to homeless people has dropped significantly over the last three years from 64 per cent in 2010/11 to 44 per cent in 2012/13, although this is still above the</p>	<p>Housing -The Scottish Housing Regulator will issue the council with a Performance Inquiry in order to gain further information and assurance in relation to some housing service areas. Dependant on</p>

Area	Risk assessment	Current position	What we plan to do
	Homelessness - No scrutiny required	<p>national figure of 41 per cent.</p> <p>The proportion of new tenants remaining in their properties for 12 months has also declined over the last three years from 88 per cent in 2010/11 to 82.9 per cent in 2012/13 and is below the national average of 85.2 per cent.</p> <p>Overall homelessness indicators are not giving cause for concern. Homeless applications have fallen by 34 per cent over the last three years. The council's assessment of applicants who are given a priority unintentional decision has increased over the last two years from 71.5 per cent to 76.6 per cent.</p> <p>Not homeless decisions shows a significant decrease over the last two years from 11.6 per cent to 4.8 per cent and is now less than the national figure of 5.5 per cent and the percentage of lost contacts is low at 2.5 per cent.</p>	<p>the outcome of this, further onsite scrutiny may occur.</p> <p>Homelessness - No specific scrutiny activity</p>
<p>Non-regulated services</p> <p>Particular strengths and challenges in the range of non-regulated services provided by the council, and any significant changes to performance.</p>	No scrutiny required	<p>Performance in non-regulated areas (leisure, protective, environmental and roads) is mixed, with some areas in each service improving and others worsening. For example, attendance at sports and leisure facilities is in the best performing quartile and while museum attendance has improved it is still below the national average. The cost of refuse collection and disposal is below the national average, whilst overall cleanliness is worsening and within the bottom quartile nationally.</p>	No specific scrutiny activity

Improving and transforming public services / public performance reporting

34. The following table provides an assessment of scrutiny risk relating to how the council is improving and / or transforming public services, and the extent to which it is meeting its public performance reporting obligations under the Local Government in Scotland Act 2003.

Area	Risk assessment	Current position	What we plan to do
<p>Improving and transforming public services</p> <p>The council's arrangements for continuing to deliver services with reducing resources and growing demand, and what impact this is having on service outcomes.</p>	<p>Further information required which will be obtained and assessed through the annual audit process</p>	<p>At the heart of the council's improvement agenda is the 'Transforming Angus' plan. An element of this is the management restructure but it also covers working with partners, improving service performance and delivery of new initiatives such as integration. For example,</p> <ul style="list-style-type: none"> • Extend the use of digital technologies to improve customer service • Review the workforce • Promote a more agile approach to working <p>A recommendation was recently approved to identify a strategic partner to work alongside the council to further develop and deliver the 'Transforming Angus' plan. Through the annual audit, a review of the existing monitoring and reporting arrangements will be undertaken to identify progress against the 'Transforming Angus' plan since 2012.</p>	<p>Best value follow up activity to assess whether the council is effectively delivering against its improvement agenda</p>

Area	Risk assessment	Current position	What we plan to do
<p>Public performance reporting (PPR)</p> <p>The progress that is being made by councils in meeting their PPR obligations.</p>	<p>No scrutiny required</p>	<p>The council produces a significant amount of performance information. In addition, each service provides an annual report setting out its achievements for the year and providing a comparison with service plans and priorities.</p>	<p>No specific scrutiny activity</p>

Appendix 1: Scrutiny plan

ANGUS COUNCIL		2014/15											
Scrutiny activity year 1	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	
SHR Performance Inquiry self-assessment document to be completed by council				X									
Joint inspection by the Care Inspectorate and Healthcare Improvement Scotland of Adult Services		X	X										
National or supported self evaluation work year 1													
<i>Arm's Length External Organisations: Are you getting it right?</i> targeted follow up (Audit Scotland)		X											
<i>Major capital investment in councils</i> targeted follow up (Audit Scotland)			X					X					

ANGUS COUNCIL		2015/16											
Scrutiny activity year 2	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	
Best Value follow up activity to assess the impact of the council's leadership and change programme							X						
National or supported self evaluation work year 2													
None identified													

ANGUS COUNCIL	
2016/17	
Indicative scrutiny activity for third year	Potential scrutiny bodies involved
None identified	

Note: The focus of the AIP is strategic scrutiny activity - that is, scrutiny activity which is focused at a corporate or whole-service level. However, there will also be baseline scrutiny activity ongoing at a unit level throughout the period of the AIP, for example, school and residential home inspections. Scrutiny bodies also reserve the right to make unannounced scrutiny visits. These will generally be made in relation to care services for vulnerable client groups. The annual audit of local government also comprises part of the baseline activity for all councils and this includes work necessary to complete the audit of housing benefit and council tax benefit arrangements. Education Scotland, through the Area Lead Officer and the inspection of schools, nursery schools and pre-school centres, will continue to support and challenge education services regularly and as appropriate. The Care Inspectorate will continue to regulate care services and inspect social work services in accordance their responsibilities under the Public Services Reform (Scotland) Act 2010.