

**Resources Directorate  
Improvement Plan**

**2014/15 Annual Report**

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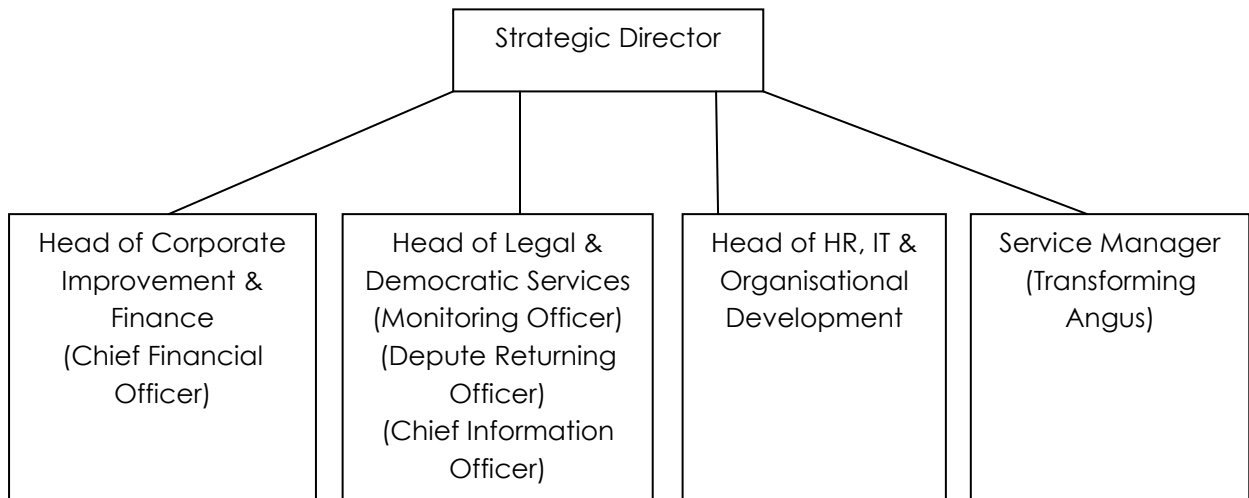
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# Section 1 Service Profile & Major Achievements

## PROFILE

The Resources directorate comprises of three services: Corporate Improvement & Finance; Legal & Democratic Services and Organisational Change (HR, IT, Organisational Development and Safety, Health & Wellbeing). These services provide key professional and support services which substantially contribute to the strategic management and operational efficiency and effectiveness of the Council. The Transforming Angus Programme Office team who are responsible for supporting the implementation of the Council's change programme are also based within the Resources directorate.

Services to the public are provided by Corporate Improvement & Finance (Revenues & Benefits) and Legal and Democratic Services (Licensing and Registration) in addition to their support service functions.



### Corporate Improvement & Finance:

#### Revenues and Benefits:

- Council Tax
- Housing Benefit
- Council Tax Reduction
- Scottish Welfare Fund
- Discretionary Housing Payments
- Educational Benefits
- Non-Domestic Rates
- Sales Ledger Administration

#### Financial Services:

- Financial Services
- Treasury Management
- Corporate Procurement
- Co-ordination of final accounts, budget preparation and monitoring
- Administration of corporate ledger system

#### Corporate Improvement:

- Corporate Planning, Performance Management, Continuous Improvement & Self Assessment

- Investors in People
- Corporate Equalities
- Public Performance Reporting, Benchmarking

**Legal & Democratic Services:**

Legal Services:

- Legal services, support and guidance
- Advice to council committees
- Strategic legal support to corporate projects including Transforming Angus
- Freedom of Information and Data Protection policy and advice
- Clerk to the Licensing Board
- Civic & Miscellaneous Licensing
- Ombudsman complaints
- Registration Service

Democratic Services:

- Committee Administration
- Charities Administration
- Support to the Council's political decision making structures

Elections & Directorate Business Support:

- Election Management
- Boundary Reviews
- Information Governance
- Directorate Business Support
- Angus House facilities support
- Directorate Performance Management
- Print Services

**Organisational Change:**

HR:

- Personnel and Employee relations
- Staffing and Payroll services

IT:

- Education ICT
- Network and Communications
- Infrastructure
- Software Development
- E-mail & Internet
- IT Security
- Service Desk & Support

Organisational Development:

- Leadership and management development
- Employee development
- E-learning
- Elected member development

Safety, Health & Wellbeing:

- Statutory health and safety advice and reporting
- Safety, health and wellbeing advice, guidance and support
- Fire safety management advice, guidance and support

**Transforming Angus (TA):**

- Implementation of the Council's change programme, Transforming Angus
- Building service capacity to lead future change
- Review and consolidation of the property and school estate
- Management of the Council's strategic partnership with EY

**MAJOR ACHIEVEMENTS 2014/15**

The Resources directorate is focused on supporting the council in the delivery of its outcomes and priorities with the majority of time and resources devoted to delivering core business as outlined in the service profile above on a day to day basis. The directorate has worked hard to provide high quality public and professional support and over the past year has contributed to the delivery of many key priorities and major achievements which include:

- Angus Council were assessed as best in Scotland by the Accounts Commission for a second year for Public Performance Reporting, meeting 20 indicators from a possible 21 and partially meeting the remaining indicator.
- The highest ever business rates collection performance of 99.1%.
- The successful retention of Investors in People (IIP) accreditation following an internal review of all directorates and the Chief Executive's Unit. Work is now underway to address the areas identified for development.
- The completion of the amalgamation of the Council's 142 charitable trusts and registration of the new Angus Charitable Trust with the Office of the Scottish Charity Regulator (OSCR).
- The implementation of a new software system delivering risk based verification for benefits and online service delivery options for Council Tax and benefits. Integrated automated processing of data collected through these channels resulted in a minimum 29% improvement in benefits processing speed.
- The completion of a tender exercise for debt collection arrangements.
- The transfer of management responsibility for Income & Sales Ledger to the Revenues & Benefits Service.
- The successful delivery of two major electoral events - the European Parliament Election on 22 May 2014 and the historic Scottish Independence Referendum on 18 September 2014. At 84.6%, turnout at the referendum was the highest recorded at any Scotland-wide poll since the advent of universal suffrage.
- The issue of an updated corporate health and safety policy statement, along with an accompanying "Employee Guide" poster to every workplace
- The successful completion of a review of fire safety management guidance and procedures.
- Increasing our coaching capacity and capabilities; we now have 15 qualified internal coaches who provide one-to-one coaching and a total of 230 of our managers have

completed a coaching conversations programme and are using their skills to have coaching conversations in everyday situations.

- The successful delivery of contract documentation and award of contracts for self directed support.
- The provision of legal advice to the Council in respect of the restructure of East Central Territory Hub.
- The provision of legal advice to Forfar Community Campus design, build, finance and monitoring (DBFM) project. Forfar Community Campus project has now reached financial close.
- The provision of legal advice in respect of significant affordable housing regeneration and redevelopment projects in Arbroath, Carnoustie and Forfar.
- The provision of legal advice to Angus Council and Dundee City Council in respect of the Dundee and Angus Residual Waste project. Four bidders are now in dialogue with the project team.
- The provision of legal advice in respect of the transfer of fleet services to Tayside Contract. The transfer was completed on 1 April 2015.
- The provision of legal advice and support to the Shadow Integration Joint Board for the integration of health and social care for the elderly. The Integration Joint Board is expected to be granted legal status in September 2015.
- Progress in the development of the key strands of the Council's Transforming Angus change programme including the appointment of EY as the Council's strategic partner.
- The development and implementation of the Managing Workforce Change Policy.
- The successful pilot of online travel and subsistence claims within the Chief Executive's service and the Resources directorate – a programme is now in place to roll this out across the Council.

## Section 2 Directorate Priorities

The Resources directorate supports the delivery of the following partnership priorities and local outcomes:

Partnership Priorities and Local Outcomes	Council Priorities	Resources Directorate Priorities
<p><b>Communities that are Learning and Supportive:</b></p> <ul style="list-style-type: none"> <li>➤ Individuals are involved in their communities</li> </ul>		<ul style="list-style-type: none"> <li>➤ Manage a range of statutory elections</li> </ul>
<p><b>Communities that are Caring and Healthy:</b></p> <ul style="list-style-type: none"> <li>➤ We have improved the health &amp; wellbeing of our people and inequalities are reduced</li> </ul>	<ul style="list-style-type: none"> <li>➤ Integration of Health &amp; Social Care</li> </ul>	<ul style="list-style-type: none"> <li>➤ Support the integration of Health &amp; Social Care</li> <li>➤ Effective management of Welfare Reform and related legislative changes</li> </ul>
<p><b>Managing our Business:</b></p>	<ul style="list-style-type: none"> <li>➤ Transformational Change</li> </ul>	<ul style="list-style-type: none"> <li>➤ Develop and implement Priority Based Budgeting</li> <li>➤ Support all directorates to deliver budget savings</li> <li>➤ Design and implement sustainable support services that are "fit for purpose" as the Council changes</li> <li>➤ Ensure the Council has a high performing, confident workforce</li> <li>➤ Redesign the Council's income management and debt collection arrangements</li> <li>➤ Deliver the key strands of the Transforming Angus programme</li> <li>➤ Ensure continued Public Sector Network (PSN) compliance</li> <li>➤ Ensure continued effective governance and statutory compliance</li> </ul>

## **Actions**

The progress against our key actions under each of the above directorate priorities as at 31 March 2015 is noted in this section of the report. [Appendix 1](#) provides an up to date position for each improvement action as at the time of reporting.

## **Performance Indicators**

Detailed commentary on the performance of specific indicators is included in [Appendix 2](#). Information provided includes a data table of current and past performance, a bar chart and a short narrative update. Please note that targets are not available for all PIs. Where appropriate a benchmark has been included to show council performance against national averages.

Progress of the remaining directorate performance measures is noted in this section of the report.

## **Risks**

Identified risks have been analysed for the likelihood they will occur and the impact if they did happen. This report details our current position and the 'appetite' for where we would like to be. Action plans have been developed for risks to show how we will mitigate them and progress as at 31 March 2015 on the progress of these is also noted in this section of the report.



**Priority: Manage a range of statutory elections**

**What the service will do:**

- Improve voter registration and electoral participation across Angus;
- Meet all statutory requirements as set out in relevant legislation;
- Deliver accurate results in which all stakeholders have confidence

<b>How we will do this</b>	<b>Progress as at 31 March 2015</b>
We will carry out an evaluation of all activities undertaken at previous elections and implement improvements for forthcoming elections, where appropriate.	Evaluation of Scottish Independence Referendum completed - actions fed into project plans for UK Parliamentary election due to be held May 2015.
We will engage with voters to ensure that they have the information they require to exercise their democratic right to vote at the forthcoming European Parliamentary Election and Scottish Referendum on Independence.	Action completed as per 30 September 2014 Mid Term Report update.
We will engage with young voters to promote voter registration and encourage electoral participation in the run up to the Scottish Referendum on Independence where anyone aged 16 or over on the day of the Referendum will be entitled to vote.	Action completed as per 30 September 2014 Mid Term Report update.
We will engage with people who want to stand for election to ensure they can have confidence in the management of the process and result.	Information for candidates standing at the UK Parliamentary election is available on the Council's website. This will be reinforced at candidates and agents meeting due to be held on 13 April.

<b>We will measure this by monitoring</b>	<b>Progress as at 31 March 2015</b>
Results of the Electoral Commission's Returning Officer and Electoral Registration Officer Key Performance Indicators	Returns completed and returned as per the timescales set by the Chief Counting Officer. All performance standards met or exceeded.
Post-election evaluation exercise	Evaluation of Scottish Independence Referendum completed in October 2015. A number of actions fed into the UK Parliamentary Election staff training plan as a result of this evaluation.
Feedback from the RRO, candidates, agents, voters, stakeholders, staff and organisations with an interest in the voting process including disability organisations	Feedback from Scottish Independence Referendum was received from a number of stakeholders and the Electoral Commission. This has been reviewed and lessons learnt.

**Priority: Support the integration of Health & Social Care**

**What the service will do:**

- Provide legal, financial, IT, HR and Organisational Development advice and support to the integration process;
- Work across organisational boundaries in Tayside to ensure the effective implementation of Health & Social Care Integration.

<b>How we will do this</b>	<b>Progress as at 31 March 2015</b>
We will participate actively in local and national working groups to support integration.	Officers continue to be actively engaged in a range of local and national working groups to support integration. These include: <ul style="list-style-type: none"> <li>• Advisors to the Shadow Integrated Board;</li> <li>• SOLAR Integration Working Group;</li> <li>• Tayside Partnership Collaborative subgroups related to HR, IT, OD and Finance; and</li> <li>• Angus Council cross-service officers group.</li> </ul>
We will participate in the Angus Project Board and Tayside Joint Issues Group.	Angus Project Board is presently under review by the Chief Integration Officer. The Tayside Partnership Collaborative has now superseded the Tayside Joint Issues Group.

<b>We will measure this by monitoring</b>	<b>Progress as at 31 March 2015</b>
Participation in relevant development and governance arrangements	Angus Council officers group monitors progress towards integration and adjusts work plans and risk registers accordingly.
Effectiveness of our involvement and its contribution to successful integration	We have recently received feedback from the Scottish Government on the Angus Integration Scheme and are responding to this. Work to develop the Angus Strategic Plan is about to commence.

**Priority: Effective management of the impacts of Welfare Reform and related legislative changes**

**What the service will do:**

- Ensure Angus citizens have access to a range of support and assistance services to help them with the impacts of welfare reform;
- Provide Discretionary Housing Payments, Community Care and Crisis Grants to eligible claimants.

How we will do this	Progress as at 31 March 2015
<p>We will manage the Discretionary Housing Payments, Community Care and Crisis Grant funds.</p>	<p>The three funds were managed within budget resulting in the following assistance being provided:</p> <ul style="list-style-type: none"> <li>• 1417 Discretionary Housing Payments were awarded totalling £514,873 helping to alleviate the "Bedroom Tax".</li> <li>• 641 Community Care grants totalling £332,688 were awarded thus helping people to live independently in the community.</li> <li>• 1796 Crisis grants were awarded totalling £124,065 to assist those in crisis or emergency situations.</li> </ul>
<p>We will support the Council's implementation of its digital skills and financial inclusions strategies.</p>	<p>The digital skills academy is coming to the end of its second year of successful operation. Continuation of the academy in its current or a revised form beyond June 2015 will be considered by the Angus Welfare Reform Group (AWRG) based on an evaluation report. Funding will need to be identified if the academy is to continue.</p> <p>A financial inclusion strategy has been completed and is due to be submitted to the next Angus Community Planning Partnership meeting. This includes a number of important actions the delivery of which will be monitored by the AWRG.</p>
<p>We will work with the Department for Work &amp; Pensions (DWP) to implement a local support services framework for Angus citizens affected by welfare reform.</p>	<p>The delay in the roll out of Universal Credit in Angus means that no progress has been made on implementing a local support services framework thus far. We have had sight of the Service level Agreement the DWP want us to adopt and the AWRG are seeking to learn from pilot work by the DWP and Dundee City Council as part of our preparations for Universal Credit roll out in early 2016.</p>

How we will do this	Progress as at 31 March 2015
We will redesign the visiting officer service in conjunction with the Communities Directorate.	This action was commenced then put on hold pending the outcome of the Welfare Rights Services Review. Work to implement this redesign has now recommenced but is now unlikely to be completed by the end of June 2016.

We will measure this by monitoring	Progress as at 31 March 2015
Number of applications, approval rates and spend on Discretionary Housing Payments (DHP), Community Care and Crisis Grant budgets for 2014/15 of £357,857, £273,205 and £145,866 respectively	DHP – 1698 applications with 1416 awards, an approval rate of 84% and a total spend of £514,873 which is contained within the total budget of £685,857 due to Scottish Government funding in addition to the original DWP allocation.
Progress in delivering the 10 recommendations of <a href="#">Angus Council Report 391/13</a>	From a total of 10 recommendations, three have been completed in full, three are significantly progressed and will be completed over the next few months, one is under review for possible deletion and the remaining three will be completed as part of a separate financial inclusion plan. Progress on these and the other work of the AWRG will be the subject of a separate report after the summer recess.
Average number of days to decide new claims for council tax and housing benefits from the date of receipt of the claim (KPI)	7 days - please refer to <a href="#">Appendix 2</a> for full commentary on this indicator
Average number of days to process changes of circumstances for council tax and housing benefits from date of receipt of the notification of the change (KPI)	4 days – please refer to <a href="#">Appendix 2</a> for full commentary on this indicator

**Priority: Develop and implement Priority Based Budgeting**

**What the service will do:**

- Begin to profile current service costs across the Council and partner agencies (based on local outcomes);
- Begin to profile costs in relation to the priorities of thematic partnerships and the cross cutting priorities of the Angus Community Planning Partnership;
- Identify and agree longer-term expenditure shifts to maximise outcomes;
- Lead the reconfiguration of budget allocation to deliver on outcomes.

How we will do this	Progress as at 31 March 2015
We will undertake consultation to inform the 2015/18 budget setting process across partnership agencies	Key decisions on budget savings for 2014/15 to 2016/17 were made in February 2014 so further consultation has been restricted to discussions with partners. The focus is therefore on communication and explanation for the budget choices the Council is making rather than consulting again on the same issues. Consultation with partners on priorities and budget choices is a key part of the Council's approach to Priority Based Budgeting from 2016/17 onwards. <b>This action is now complete.</b>
We will identify (in broad terms initially) using 2014/15 budget information how much each partner is spending on local priorities and outcomes	Action cancelled as per 30 September 2014 Mid Term Report update.
We will profile costs in relation to identified priorities	Action cancelled as per 30 September 2014 Mid Term Report update.
We will provide a clear starting position to assess if financial resources are being directed at the most important areas using models such as the Integrated Resource Framework	Action cancelled as per 30 September 2014 Mid Term Report update.
We will identify activity and spending which doesn't contribute towards outcome delivery	Action cancelled as per 30 September 2014 Mid Term Report update.
We will contribute towards an evaluation of the use of Change Fund resources	This work has been picked up as part of the preparations for Health & Social Care Integration and the revised funding/transitions arrangements which will apply therein. Unspent Change Fund resources will roll over for use by the new Joint Board. <b>This action is now complete.</b>
We will identify and assess options for redirecting resources to achieve the outcomes we are targeting.	This action will be taken forward as part of a new approach to Priority Based Budgeting as outlined in <a href="#">Report 196/15</a> to Angus Council on

How we will do this	Progress as at 31 March 2015
	14 May 2015.
The options for redirecting resources will examine evidence which supports any changes in resource deployment	This action will be taken forward as part of a new approach to Priority Based Budgeting as outlined in <a href="#">Report 196/15</a> to Angus Council on 14 May 2015.
We will develop an investment plan to support the Early Intervention and Prevention strategy	This action will be taken forward as part of a new approach to Priority Based Budgeting as outlined in <a href="#">Report 196/15</a> to Angus Council on 14 May 2015.
We will apply revisions to our budgets for 2015/18 based on the conclusions from the work above so that they better match our priorities and the outcomes we want	Although the revisions to the process have still to be implemented the Council has agreed the approach to be adopted for Priority Based Budgeting as outlined in <a href="#">Report 196/15</a> to Angus Council on 14 May 2015.

We will measure this by monitoring	Progress as at 31 March 2015
Development and implementation of Priority Based Budgeting across the Council	<a href="#">Report 196/15</a> refers to Angus Council meeting of 14 May 2015 refers. New approach now agreed.
Development and implementation of resource collaboration across the Community Planning Partnership	A joint resource planning pilot project in Arbroath has been agreed and will be progressed with support from the Improvement Service.
Progress with our budget profiling and other activities identified above	Limited progress so far but this will change as Priority Based Budgeting (PBB) generally and the Arbroath pilot develops.
Scale of resource shifts which have been made between services and within budgets	Limited progress so far but this will change as Priority Based Budgeting (PBB) generally and the Arbroath pilot develops.

**Priority: Support all directorates to deliver budget savings**

**What the service will do:**

- Implement in full all agreed 2014/17 budget savings for the Resources directorate;
- Support all services of the Council to deliver budget savings to ensure that a balanced budget can be set for each financial year.

<b>How we will do this</b>	<b>Progress as at 31 March 2015</b>
We will deliver existing budget decisions over the period 2014/17	Agreed savings are on track for delivery per the updated position agreed by the Council in <a href="#">Report 60/15</a> .
We will identify budget saving requirements for the Council in light of current and projected funding and expenditure levels	Medium Term Financial Strategy submitted to Council in June 2014 setting out financial plans and challenges to March 2019. <b>This action is now complete.</b>
We will ensure a strategy for addressing the savings requirement is presented to Members within an overall priority based budgeting approach	Budget for 15/16 agreed including update to 3 year savings package reflecting member priorities. <b>This action is now complete.</b>
We will, where appropriate, support directorates in undertaking and implementing reviews to deliver savings proposals	Finance Services has supported directorates in a number of service reviews with a view to identifying revenue budget savings for 2015/16. Following the setting of the 2015/16 revenue budget in February 2015, Finance Services will provide ongoing support to deliver these savings. Work is ongoing to support the identification of savings beyond 2015/16 through support of directorates and the Transforming Angus programme of reviews.

<b>We will measure this by monitoring</b>	<b>Progress as at 31 March 2015</b>
Delivery of agreed budget savings of £1.193million for the Resources Directorate over 2014/15 to 2016/17	Budget savings for 2014/15 have been delivered and are on track for 2015/16 and 2016/17.
Delivery of agreed budget savings of £17.535million for the People and Communities Directorates and Chief Executive's Unit over 2014/15 to 2016/17	Complete for 2014/15 and largely on track for 2015/16 and 2016/17 albeit with some amendments to original proposals and a reduction of circa £200k on savings to be delivered.
Identification of further budget savings, currently projected at £3.672million, across the Council to close the funding gap over 2014/15 to 2016/17	This work is in progress and will be addressed as part of the development of a new 3 year package of budget savings for 2016/17 to 2018/19.

**Identified Risk:** Delivery of planned budget savings

**Risk Description:** There is a risk that services will be unable to deliver planned budget savings over next three financial years and potential efficiencies and cost savings not being realised from planned reviews.

**Likelihood:** 2 - Low

**Potential Impact:** 3 - Significant

**Overall Risk Score:** 6

**Risk Appetite Score:** 8

**Mitigating Actions:**

Risk Action	Progress as at 31 March 2015
We will regularly review budget savings to ensure that alternative savings proposals are available in case planned budget savings cannot be delivered in full	Budget Savings Monitoring Report is now submitted to the Resources Leadership Team on a quarterly basis. Savings at risk of not being met are highlighted and alternative proposals noted, where required. This report is also now submitted to the Council's Executive Management Team (EMT).
We will update the Medium Term Financial Strategy in order to review the extent of the funding gap which the Council requires to address	The Medium Term Financial Strategy was submitted to Council in June 2014. <b>This action is now complete.</b>
We will put in place a monitoring regime for the Resources Directorate's agreed budget savings which will be reported to the Policy and Budget Strategy Group	The format for such reporting has been agreed and is now being submitted to senior management team meetings. <b>This action is now complete.</b>

**Priority:** Design and implement sustainable support services that are 'fit for purpose' as the Council changes

**What the service will do:**

- Secure customer feedback on the quality and effectiveness of our services and design improvements to increase customer satisfaction;
- Establish service standards for internal support services;
- Continuously review and improve services.

How we will do this	Progress as at 31 March 2015
We will carry out a strategic review of procurement	This has been identified as a Transforming Angus (TA) project. Project management resource has been allocated and the Council's TA partners, EY, have been engaged to provide strategic input. Professional/technical support resourcing has been put in place via the provision of an additional temporary 1FTE corporate procurement staff member to facilitate the release of the Corporate Procurement



How we will do this	Progress as at 31 March 2015
	Manager to take forward this project from May 2015. Initial activity will involve the review of the current draft Outline Business Case and Project Initiation documents.
We will complete a clerical/admin staff review and a review of our staffing section	Action completed as per 30 September 2014 Mid Term Report update.
We will complete a review of the organisational development function	Action completed as per 30 September 2014 Mid Term Report update.
We will conclude the implementation of our professional accountancy services to provide a more sustainable and efficient service which meets the essential support needs of the Council	Action completed as per 30 September 2014 Mid Term Report update.
We will develop a Purchase to Pay strategy to provide a simplified and more efficient process to buying and paying for goods	This has been identified as a Transforming Angus (TA) project. Professional/technical support resourcing has been put in place via the provision of an additional temporary 1FTE corporate procurement staff member to facilitate the release of the Corporate Procurement Manager to take forward this project from May 2015. Initial activity will involve the review of the current draft Outline Business Case and Project Initiation documents.
We will define clear roles, responsibilities and accountabilities between services and corporate support	Service standards are in place for Finance Services and are currently being developed for Legal & Democratic Services and Organisational Change. These will set out clear responsibilities between services and the Resources directorate central support services.

We will measure this by monitoring	Progress as at 31 March 2015
Total procurement savings achieved year on year, including both cash and non-cash (KPI)	£1.180m – please refer to <a href="#">Appendix 2</a> for detailed commentary on this indicator
Total transactions that are e-transactions(through an e-procurement system) (KPI)	78.83% - please refer to <a href="#">Appendix 2</a> for detailed commentary on this indicator
Central support services (external to services) as a proportion of Council running costs (LGBF)	4.78% please refer to <a href="#">Appendix 2</a> for detailed commentary on this indicator
Cost of Democratic Core per 1,000 population (LGBF)	£30,949 – please refer to <a href="#">Appendix 2</a> for detailed commentary on this indicator

<b>We will measure this by monitoring</b>	<b>Progress as at 31 March 2015</b>
Levels and changes in customer satisfaction	No formal customer consultation has taken place over the past year. A working group has been established to review customer consultation across the directorate and is currently working on the development of service standards for each service. Once developed, these will be used as one of the ways to gauge customer satisfaction with the services provided by the directorate.

**Priority: Ensure the Council has a high performing, confident workforce**

**What the service will do:**

- Lead and support workforce and organisational change and development across the Council;
- Build workforce capacity, flexibility and adaptability;
- Develop a culture of high performance and improvement;  
Improve safety, health and wellbeing management arrangements across the Council.

<b>How we will do this</b>	<b>Progress as at 31 March 2015</b>
We will develop and implement a workforce strategy aligned to the Council's vision and transformational change programme	Workforce Strategy has been drafted and initial consultation with Policy Sounding Board has taken place. Executive Management Team (EMT) to consider on 9 June 2015. Formal consultation with Trade Unions will be undertaken over the summer.
We will ensure that we have and implement people management policies which support the Transforming Angus programme	Agile policies have been drafted and initial consultation has taken place with Policy Sounding Board. Comments from consultation to be considered by the Executive Management Team (EMT). Formal consultation with Trade Unions will be undertaken over the summer.
We will provide learning and development opportunities and support that build the sustainable capacity of our employees and teams	This is provided on an ongoing basis, activity during the period has included: <ul style="list-style-type: none"> <li>• 24 managers participated in our leadership development programme for senior managers bringing the total number of managers who have now completed this programme to 130</li> <li>• 15 management development events were held, attended by 190 managers</li> </ul>

How we will do this	Progress as at 31 March 2015
	<ul style="list-style-type: none"> <li>• 17 other development events were held, attended by 178 people</li> <li>• More than 2100 people completed e-learning modules</li> </ul>
We will build our coaching capacity and capabilities	Provision of Coaching Conversations skills programme for managers is building our capacity to have coaching conversations. There are 15 qualified internal coaches and another four who are undergoing their training.
We will provide high quality advice and support to services and members	This is provided on an ongoing basis. <b>Action now marked as complete.</b>
We will lead the implementation of the revised safety, health and wellbeing management framework	This is an ongoing programme of work rather than just a separate action with a completion date of March 2018.
We will involve and engage our employees	<p>Work is ongoing to consult, involve and communicate with all staff on issues affecting them. This includes briefings, newsletters and sounding board meetings.</p> <p>The Organisational Change service has set up a series of "Let's Connect" meetings with a cross-section of employees across the service to provide an opportunity for greater engagement.</p>
We will work with partners	Joint work is ongoing with NHS, Dundee and Perth and Kinross Council's in terms of Health & Social Care Integration. <b>This action is now considered complete.</b>
We will develop new staff competency frameworks to suit the Council's vision and transformational change programme	A new employee competency framework has been developed and consulted upon and is now being implemented.

We will measure this by monitoring	Progress as at 31 March 2015
Qualitative methods including liP reviews, employee surveys and exit interviews to assess our performance and will develop further robust tools for this purpose	The Resources liP Report has been reviewed by the RLT and actions to address issues raised have been developed for inclusion in service operational plans.
Sickness absence (Resources)% (KPI)	Please refer to <a href="#">Section 4</a>
Sickness absence days lost per employee (Resources) (KPI)	Please refer to <a href="#">Section 4</a>

<b>We will measure this by monitoring</b>	<b>Progress as at 31 March 2015</b>
Employee Turnover Rate (Resources) (KPI)	This information is no longer collated – indicator will be removed. Provided little meaningful information.
Sickness absence days lost per employee(all non-teaching employees(KPI)	10 days – please refer to <a href="#">Appendix 2</a> for detailed commentary on this indicator
Proportion of employees who say that overall they enjoy their job (KPI)	Employee Attitude Survey results will be reported in due course.
% of the highest paid 5% of earners among council employees that are women (SPI) (LGBF)	47.62% - please refer to <a href="#">Appendix 2</a> for detailed commentary on this indicator
HR Customer satisfaction results (KPI)	This is currently under review – no figures available for 14/15.

**Identified Risk: Sound Resource Management**

**Risk Description:** There is a risk, with the proposed reductions in staffing resources available, that these may be used ineffectively and/or workloads become too great leading to a greater risk of services being unable to maintain or improve service delivery.

**Likelihood:** 3 Low to High

**Potential Impact:** 3 – Significant

**Overall Risk Score:** 9

**Risk Appetite Score:** 10

**Mitigating Actions:**

<b>Risk Action</b>	<b>Progress as at 31 March 2015</b>
We will ensure resources are directed to delivering key outcomes and provide clarity on work which is to be ceased or deferred to allow this to happen in practice	Ongoing but proving challenging – scale and pace of work being sought is putting significant pressure on staff. Priorities for delivery are outlined in service operational plans and the developing Workforce Strategy but there is still some work to be done on agreeing what can be de-prioritised or deferred to ensure resources are directed to delivering key outcomes. Corporate PBB work should assist in resolving this. The allocation of resources is also regularly monitored at senior management team meetings.
We will develop and diversify the skills of existing staff	There is a Learning & Development strategy in place within each service which places an emphasis on staff development. Each employee in Legal & Democratic Services and Organisational Change has a development plan emanating from their appraisal. Service development plans are also being developed to ensure that

Risk Action	Progress as at 31 March 2015
	appropriate skills are in place to deliver key outcomes.
We will improve ongoing dialogue and engagement with trade unions	Regular dialogue and engagement with all relevant trade unions is taking place at both a service and corporate level. Particular attention is given to trade union engagement in change activity which has implications for our employees.

**Priority: Redesign the Council's income management and debt collection arrangements**

**What the service will do:**

- Ensure Angus Council has an efficient approach to the collection of income from customers and its pursuit of debts outstanding.

How we will do this	Progress as at 31 March 2015
We will develop and begin to implement a comprehensive Income Strategy for the Council including a redesign of the Council's debt collection arrangements and transferring rent collection from Housing to the Revenues & Benefits Service	This action is a core part of the work of the Channel Shift Board under Transforming Angus. Implementation of the agreed strategy is likely to be phased. This action will be superseded by a detailed action plan for the Channel Shift Board and will at that point be monitored through the TA Board.
We will implement new approaches for taking payments from customers including our approach to cash payments	This action is a core part of the work of the Channel Shift Board under Transforming Angus. Implementation of the agreed Income strategy is likely to be phased. This action will be superseded by a detailed action plan for the Channel Shift Board and will at that point be monitored through the TA Board. An early priority for the income strategy project will be to look at cash payments via Access Offices.

We will measure this by monitoring	Progress as at 31 March 2015
Progress with development and implementation of the Income Strategy	Ongoing – please see updates above
Proportion of outstanding sundry debt that is more than 90 days old from date of invoice as at 31 March (KPI)	35.35% - please refer to <a href="#">Appendix 2</a> for detailed commentary on this indicator

**Priority: Deliver the key strands of the Transforming Angus programme**

**What the service will do:**

- Contribute to the successful implementation of the Transforming Angus change programme;
- Lead on the implementation of specific areas of the change programme.
- Manage the activity of the Transforming Angus Programme Office and ensure its effective contribution to achieving sustainable change.

<b>How we will do this</b>	<b>Progress as at 31 March 2015</b>
We will support the strategic governance of the Transforming Angus programme including the work of the Programme Board	The strategic governance of the Transforming Angus programme has developed to establish a controlled environment to manage the overall portfolio of programmes and projects. The TA Board meets on a six weekly cycle to review progress and provides strategic and operational direction to the portfolio. The TA Board are supported by the Service Manager (Transforming Angus), who reports progress and highlights specific issues.
We will develop and implement an Agile strategy to create a sustainable property estate and agile work practices	The Agile/Accommodation Board are leading this work. Work has also progressed to support the cultural change required to maximise the benefits from agile working practices, while also examining the current property needs to deliver services, and carrying out an analysis of suitable buildings to support those service needs. Development work to support two pathfinder projects at Bruce House and Angus House has also been progressed.
We will lead the implementation of the Angus Digital and Agile change programmes	<p>The Agile change programme progress is noted above. The governance arrangements for the Angus Digital change programme were reviewed and a revised council wide officer programme board was established in January 2015. The various projects within the programme are progressing reasonably well.</p> <p>In relation to the web estate project, the Carnoustie Country website went live in December 2014. The majority of service information has transferred to the angus.gov website. The project work with Jadu, the website provider, is now complete and the technology in place to facilitate the development of transactional services.</p> <p>A project board was established in March with responsibility for overseeing the</p>

How we will do this	Progress as at 31 March 2015
	<p>development of internal systems including ResourceLink, the corporate intranet and unified communications. The governance arrangements for corporate systems are to be finalised.</p> <p>The Information Governance Steering and Records Management Groups have been established to progress this area of work.</p>
<p>We will develop and manage the Transforming Angus programme office to support the Council's change agenda</p>	<p>Transforming Angus programme management, project delivery structures and governance arrangements are being developed to support the progression and implementation of the various strands of the Transforming Angus portfolio. Training requirements and opportunities are also being identified and supported to develop/enhance the Council's overall skillset in relation to change management. The approach will promote best practice across the Council and provide a centre of knowledge/excellence to support current and future change programmes.</p>
<p>We will develop an integrated blueprint for Agile Working within Angus to facilitate the Council's change agenda</p>	<p>The integrated blueprint for Agile working in Angus was agreed at the Policy and Resources Committee at its meeting on 3 February 2015. <b>This action is now complete.</b></p>
<p>We will develop and implement policies which support the Transforming Angus programme to facilitate the Council's change agenda</p>	<p>Relevant policies to support the Transforming Angus programme are being developed and will be implemented in due course (e.g. HR policies to support Agile working).</p>
<p>We will support the Dundee and Angus Residual Waste project in partnership with Dundee City Council</p>	<p>Project progressing according to timetable. Four shortlisted bidders now selected. The procurement process is underway with the competitive dialogue sessions taking place with these bidders.</p>

We will measure this by monitoring	Progress as at 31 March 2015
<p>Implementation and benefits realisation of Transforming Angus across the entire change programme</p>	<p>This is being progressed alongside the programme development process to identify the benefits realised from individual programme/projects the overall change programme portfolio</p>

**Priority: Ensure continued Public Sector Network (PSN) compliance**

**What the service will do:**

- Maintain the Council's accreditation to the Public Sector Network.

How we will do this	Progress as at 31 March 2015
We will work with the Cabinet Office and our class consultant to ensure we meet the required standards	Action completed as per 30 September 2014 Mid Term Report update.

We will measure this by monitoring	Progress as at 31 March 2015
Receipt of PSN accreditation for the organisation	PSN accreditation was received in July 2014 for a period of one year. Future accreditation is dependent on the delivery of the action plan agreed and submitted to the Cabinet Office. <b>This action is complete for 14/15</b> – new action contained in 15/16 plan.

**Identified Risk: Major disruption in continuity of IT operations**

**Risk Description:** There is a risk with an increased dependency on IT systems that in the event of a major IT infrastructure failure the Council will be unable to deliver critical services.

**Likelihood: 3 Low to High**

**Potential Impact: 4 – Major**

**Overall Risk Score: 12**

**Risk Appetite Score: 10**

**Mitigating Action:**

Risk Action	Progress as at 31 March 2015
We will ensure Business Continuity Plans are in place for all key systems and tested annually	Managers in the directorate participated in recent business continuity exercise to ensure that appropriate plans are in place. A council wide action plan has been developed and further development of plans will be monitored via this by the Council's Resilience Manager.



**Priority: Ensure continued effective governance and statutory compliance**

**What the service will do:**

- Ensure good systems of governance are in place and being adhered to.

<b>How we will do this</b>	<b>Progress as at 31 March 2015</b>
We will implement processes, procedures and measures which comply with the Council's key governance documents i.e. Council policies, financial regulations, schemes of delegations and statutory obligations	Resources Directorate Leadership Team has considered and completed the annual corporate governance assurance statement and developed an associated governance action plan. There are no compliance issues to report as at 31 March 2015. <b>This action is now considered complete</b> – actions in governance action plan will be monitored for completion.
We will ensure that the senior elected members, the Scrutiny & Audit Committee and all senior officers have an understanding of the roles of the Council's statutory officers	Senior Officers on Corporate Management Team have been briefed and received papers on Statutory Officer roles. Councillors briefed via various reports including External Audit reports and Standing Orders, etc. <b>This action is now complete.</b>
We will oversee the implementation of the Council's Information Governance Strategy and Action Plan	Information Governance Framework, Strategy and Action Plan have been approved by the IG Steering Group. Work to ensure that the actions contained in the action plan are completed within directorates will be monitored by the Steering Group.

<b>We will measure this by monitoring</b>	<b>Progress as at 31 March 2015</b>
Annual Corporate Governance Assurance Statement Improvement Plan	Completion of actions within the Resources Directorate Annual Corporate Governance Assurance Statement Improvement Plan is monitored on a half yearly basis by the Resources Directorate Leadership Team. There were four outstanding actions as at 31 March 2015 which have been carried forward into the 15/16 action plan for completion.

## Other Performance Measures

In addition to the specific monitoring for priorities listed above the Resources directorate will also monitor performance against the following measures as a means of assessing how well it is doing to deliver its core day to day services:

Measure	Progress as at 31 March 2015
The cost of collecting council tax per dwelling (SPI) (LGBF)	£10.65 - please refer to <a href="#">Appendix 2</a> for detailed commentary on this indicator
The % of invoices sampled and paid within 30 days (SPI)	86% - please refer to <a href="#">Appendix 2</a> for detailed commentary on this indicator
The % of income due from council tax for the year excluding relief's and rebates that was received by the end of the year (SPI) (LGBF)	97.6% achieved - please refer to <a href="#">Appendix 2</a> for detailed commentary on this indicator

## 2013/14 Directorate Improvement Actions carried forward

There were a number of directorate improvement actions which were due to be completed during 2013/14 but remained uncompleted as at 31 March 2014. Progress on completion of these actions as at 30 September 2014 were reported in Policy & Resources Report No 370/14. Any actions with a completion date of later than 31 March 2015 have now been subsumed into the 2015/18 Resources Directorate Improvement Plan.

Measure	Progress as at 31 March 2015
We will implement the new liP assessment process.	liP internal review of the People Directorate was completed in December 2014. Angus Council has again retained liP status, letters etc. received January 2015. <b>This action is now complete</b>
We will provide the policy framework to allow Angus Council to improve the sustainability of its procurement activities.	Work has been undertaken towards using the revised "Flexible Framework" assessment tools with Scottish Government's external consultants, SPL, facilitating an Angus workshop in June/July 2015. Procurement Champions/Services representatives and other Council sustainability/waste officers will be invited/ attendance. The purpose is to develop an Angus Sustainable Procurement Action Plan directly from that workshop.  Senior Corporate Improvement & Finance Officers and the Procurement Sounding Board MOG (at its meeting in February 2015) agreed that a report on conclusions and proposed improvement actions will be presented to the Sounding Board by the end of August 2015.
We will implement the recommendations from the review of conditions applied to taxi/private hire car licences and taxi/private hire car driver's licences.	This work is not being progressed due to other work priorities. <b>Action marked for cancellation.</b>

Measure	Progress as at 31 March 2015
We will support the Local Government Boundary commission for Scotland in their Fifth Statutory Review of Local Government Electoral Arrangements	The Local Government Boundary Commission draft ward proposals were received in March 2015. Members were consulted and a response submitted to the Commission. These will be subject to a twelve week public consultation commencing in July.
We will introduce a work at height policy	This is now part of the overall safety, health and wellbeing development work. Action now subsumed into action "We will lead the implementation of the revised safety management framework". <b>Action marked for cancellation.</b>
We will lead the development of the personnel functionality of Resourcelink	Resourcelink functionality is continuing to be developed. Employees can access personal and pay details online and the ability to request and authorise travel expenses is being rolled out. Training records can be accessed online and this will be further developed to include external development and online appraisal facilities. Online accident reporting is being developed and other health, safety and well-being functionality is being progressed.
<p>We will develop our IT infrastructure to assist in the move towards a more agile workforce by:</p> <p>Consolidated Storage Infrastructure</p> <p>Software Applications Transition / Replacement</p> <p>Information / Data Matching</p>	<p>The council has two storage services that are housed in the main data centre and communications centre. Both storage services are in use and there is a duplication of key data across both. <b>This action is now complete.</b></p> <p>Key line of business systems have been transitioned onto new virtual servers in the data centre. In a number of cases the council has reduced its future costs by moving to open source software and cheaper server infrastructure. <b>This action is now complete.</b></p> <p>This action has been cancelled <a href="#">Report 374/14</a> refers. The outcomes have been subsumed into the channel shift/customer strategy workstream in the digital strategy that was approved by committee on 29 April 2015 (<a href="#">Report 177/15</a> refers).</p>
We will provide legal advice and support to the Forfar Community Campus Project Team	Following changes to the East Central Territory Hub structure, the project is expected to reach financial close in June 2015.
We will implement an improvement methodology for use within teams	The Continuous Improvement Strategy was agreed by the CMT in October 2015 and shared with directorate management teams for further dissemination throughout the Council. <b>This action is now complete</b>
We will implement an electronic performance appraisal system	The online appraisal process is being developed within Resourcelink. This will be piloted in September 2015.

## Section 3 Consultation

There have been no customer consultations undertaken by the Resources directorate over the past year. However, a short life directorate working group is in the process of developing a directorate-wide strategy to undertake such consultations along with key service standards for each service. It is anticipated that the work of this group will lead to the development of a structured process for consulting our internal customers on the services we provide and ultimately improvements to service delivery and/or design.

Some consultation with external customers is of a statutory nature e.g. licensing, boundary reviews and will continue as required by agreed the statutory timetable.

Staff throughout the directorate are directly involved in a number of Local Government Benchmarking Framework (LGBF) Family Groups i.e. Human Resources, Equalities and Council Tax and also contribute to a further five LGBF Family Groups by supplying information such as sickness absence and cost data. The framework itself brings together a wide range of information about how all Scottish councils perform in delivering services to their local communities and these family groups provide an opportunity to review the data gathered and to identify and share good practice.

A member of the Corporate Improvement Team co-ordinates the work of the LGBF for the Council and is currently leading the Museum Family Group.

### Customer Complaints, Comments and Suggestions

The following table provides details of the number of customer complaints, comments and suggestions received by the Resources directorate in 2014/15:

Description	Corporate Improvement & Finance	Organisational Change	Legal & Democratic Services
Number of complaints received	3 <sup>1</sup>	0	1
Number of complaints resolved	3	0	1
Number of complaints referred to the Ombudsman	0	0	0
Number of complaints which remain unresolved as at 31 March 2014	0	0	0
Number of comments received	0	0	0
Number of suggestions received	0	0	0

<sup>1</sup>Complaints relate to Council Tax and Benefits matters.

The Head of Legal & Democratic Services is responsible for dealing with all Ombudsman complaints received by the whole Council in her role as Monitoring Officer. There were 11 such complaints referred to the Ombudsman in 2014/15, eight of which were not investigated and three which were upheld. She is also responsible for dealing with all complaints against Councillors referred to the Standards Commission. There were two complaints referred to the Standards Commission during 2014/15, one was not pursued as it was not a breach of the Councillors' Code of Conduct and the other was withdrawn after no further information was provided.

## Section 4 Staffing

The Resources directorate budgeted staffing numbers for 2014/15 comprised 249 full time and 80 part-time staff, with a full time equivalent (FTE) of 295.2 broken down by service as follows:

Service	Full time	Part-time	FTE	+/- on previous years FTE*
Directorate	0	0	0	-1 <sup>1</sup>
Corporate Improvement & Finance	121	33	140.5	-5.5 <sup>2</sup>
Legal & Democratic Services	53	25	67.1	-1.7 <sup>3</sup>
Organisational Change	73	22	85.6	+21.7 <sup>4</sup>
Transforming Angus	2	0	2	+2 <sup>5</sup>
Total Resources	249	80	295.2	+15.5

Following +/- figures are based on the 2013/14 numbers after the budgets were recast for the Council restructure and vary slightly from the figures reported in the 2014/14 annual report.

<sup>1</sup> There is no longer a Resources directorate – all strategic directors are now budgeted for within the Chief Executive's service.

<sup>2</sup> This reduction mainly reflects the effect of agreed budget savings following service reviews across several teams in the service. By 2016/17 every team throughout the service will have been reviewed and savings made where possible. The figure also reflects transfers in and out of staff as part of service redesigns.

<sup>3</sup> This reduction reflects the effect of agreed budget savings.

<sup>4</sup> This increase represents the transfer of employees from the staffing sections in People and Communities directorates to create the centralised staffing team. The transfer of payroll employees from Corporate Improvement & Finance is also included in this figure.

<sup>5</sup> These two posts relate to the Service Manager (Transforming Angus) post and the Programme Lead (Agile/Accommodation). Additional resources are seconded to the Transforming Angus team, however are accounted for elsewhere within the overall Directorate provision.

The following table provides an overview of the directorates overall budgeted staffing position over the past three years.

Year	Full time	Part-time	FTE
2012/13	321	75	363.1
2013/14	238	71	279.9
2014/15	250	80	295.2

Note: Actual FTE for 2014/15 based on a snapshot as at 31 March 2015 was 277.1FTE. As in previous year's this is largely due to posts deliberately being held vacant across all services in preparation for future year budget savings targets.

## Sickness Absence

Across the Resources directorate the percentage of days lost due to sickness absence in 2014/15 was 3.45% (compared with 2.82% in 2013/14) which remains below the whole council level of 4.81%. This figure of 3.45% can be further broken down to reflect long term and short term absences with 2.497% of total days lost due to long term absence (more than 6 days) and 0.957% due to short term absences (between one and five days).

The total number of sickness absence days lost per employee in the Resources directorate was 7.3 days in 2014/15 which is below the whole council level of 10 days.

The following table provides an overview of the % of days lost due to sickness absence broken down by service.

	<b>Short term Absence (1 to 5 days)</b>	<b>Long term Absence (more than 6 days)</b>	<b>Total 2014/15</b>	<b>+/- on previous year 2013/14</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
Corporate Improvement & Finance	0.86	2.18	3.04	+0.28
Legal & Democratic Services	1.17	3.81	4.98	+0.97
Organisational Change	0.94	1.96	2.90	+1.25
Transforming Angus	0	0	0	Not available

### Corporate Improvement & Finance

- Levels of sickness absence among the division's staff has increased slightly compared to the previous year but still remains low overall. The vast majority of absence continues to be long term in nature. All absence is subject to full management scrutiny and action as appropriate.

### Legal & Democratic Services

- A number of long term absences across the service have resulted in the increase in sickness absence over the past year.

### Organisational Change

- A number of long term absences across the service have resulted in the increase in sickness absence over the past year.

The Resources Leadership Team continue to regularly monitor the level of sickness absence and the main causes of absence. In addition, each service is committed to managing sickness absence in line with the Council's policies and procedures in an effort to reduce the number of staff absent from work.

## Section 5 Safety, Health & Wellbeing

Directorate level safety, health and wellbeing arrangements (incorporating the Chief Executive's Unit) have been prepared and are now in place. These set out an easily identifiable, top-level safety, health and wellbeing reporting chain, with named role holders and fully detailed responsibilities. They also provide the background against which each service level safety, health and wellbeing arrangements can be developed.

Service level safety, health and wellbeing arrangements are in place for all services within the Resources directorate.

There were no significant health & safety issues or problems during 2014/15.

During 2014/15 Resources directorate staff attended the following health & safety courses to meet identified training needs:

<b>Course Name:</b>	<b>Total Number of Employees Attending:</b>
How We Manage Our Workstations	17
Personal Stress	4
Stress Management	1
Dealing With Aggression and Violence	8
Site Safety Training	1
Hand Arm Vibrations Syndrome Training	4
Manual Handling Instructor/Assessor	2
Scottish Manual Handling Passport	2
First Aid (Low Risk)	7
First Aid Refresher	3

## Section 6 Asset Management

The Resources directorate delivers a range of services across Angus and as such is responsible for the management of the following properties:

Location	Responsible Service
Angus House, Forfar	Legal & Democratic Services
Invertay House, Monifieth	Corporate Improvement & Finance
Primary Datacentre, Orchardbank, Forfar	IT
Print Unit, Orchardbank, Forfar	Legal & Democratic Services
Arbroath Registration Office	Legal & Democratic Services
Forfar Registration Office	Legal & Democratic Services
Montrose Registration Office	Legal & Democratic Services

### Storage Facilities

The directorate has storage facilities located at Padanarm School (Corporate Improvement & Finance). Legal & Democratic Services are also responsible for maintaining the Election Store, Unit 5b, Brechin Business Park on behalf of the Returning Officer.

### Asset Management Update

- Legal & Democratic Services no longer have storage facilities at Unit 4, Orchardbank, Forfar. The lease expired on 31 March 2015 and was not renewed.
- The Transforming Angus programme office has been established within an area of St Margaret's House (first floor) and is operating by adopting agile working practices, supporting cross-service multi-disciplinary working of more than 20 project related staff from around 12 workstations/flexible work settings.



## **Section 7            Equalities**

The Resources directorate continues to promote equality and fairness in all aspects of its work.

The Corporate Equalities team is located within the Corporate Improvement & Finance service. The Service Manager, Legal & Democratic Services and a senior HR adviser represent the Resources directorate on this group.

The directorate has supported the work of the Corporate Equalities Working Group and has undertaken the following equalities activities in 2014/15:

- The development of Procurement Guidance Note 33 (Equalities and Procurement) to advise employees how to apply the Council's equality duties in any procurement activity they undertake.
- The Election team constantly monitor the polling stations in use by the Returning Officer to ensure that they are accessible to all voters. Polling station staff are also provided with a number of aids such as large print sample ballot papers and tactile voting devices to ensure that all voters who are entitled to vote are able to do so.
- Agile working practices and greater use of technology to improve the Council's business processes and customer experience are being developed taking cognisance of equalities requirements.

## Appendix 1

### 2014/15 Directorate Improvement Actions – update as at August 2015

#### Priority: Manage a range of statutory elections

Code	How we will do this	Due Date	Current Progress	Latest Update
RDIP_0001	We will carry out an evaluation of all activities undertaken at previous elections and implement improvements for forthcoming elections, where appropriate;	31-Mar-2018	In progress	Evaluation UKPE undertaken - actions fed into project plans for Scottish Parliament elections due to be held May 2016.
RDIP_0004	We will engage with people who want to stand for election to ensure they can have confidence in the management of the process and result	31-Mar-2018	In progress	UKPE election successfully held May 2015.

#### Priority: Support the Integration of Health & Social Care

Code	How we will do this	Due Date	Current Progress	Latest Update
RDIP_0005	We will participate in local and national working groups established to support the integration process.	31-Mar-2016	In progress	No change from annual report update.
RDIP_0006	We will participate in the Angus Project Board and Tayside Joint Issues Group	31-Mar-2016	In progress	Angus Project Board is presently under review by the Chief Integration Officer. The Tayside Partnership Collaborative has now superseded the Tayside Joint Issues Group.

#### Priority: Effective management of the impacts of Welfare Reform and related legislative changes

Code	How we will do this	Due Date	Current Progress	Latest Update
RDIP_0007	We will manage the Discretionary Housing Payments, Community Care and Crisis Grant funds	31-Mar-2016	In progress	DHP's have been reviewed and renewed for those claimants awarded due to impact of the "bedroom tax". Crisis and Community Care Grant budgets continue to be managed on an ongoing basis with priority level for both during first quarter being set at low. Expenditure is being contained within budget.
RDIP_0008	We will support the Council's	31-Mar-2016	In progress	No change from annual report update.

Code	How we will do this	Due Date	Current Progress	Latest Update
	implementation of its digital skills and financial inclusions strategies			
RDIP_0009	We will work with the Department for Work & Pensions to implement a local support services framework for Angus citizens affected by welfare reform	31-Mar-2016	In progress	No change from annual report update.
RDIP_0010	We will conclude the redesign of the visiting officer service in conjunction with the Communities Directorate	31-Jan-2016	In progress	June 2015 project has now recommenced and briefings have been carried out with relevant Housing and Revenues staff. Project plan in place and intention is to transfer responsibility for rent arrears during October to November 2015. Revised job description has been discussed with staff and at stage of agreeing with HR. Training needs currently being identified.

### Priority: Develop and Implement Priority Based Budgeting

Code	How we will do this	Due Date	Current Progress	Latest Update
RDIP_0017	We will identify and assess options for redirecting resources to achieve the outcomes we are targeting	31-Dec-2015	In progress	This action has been combined with the following 3 actions and replaced with a new action " We will implement the Council's new Priority Based Budgeting (PBB) approach for 2016/17 as detailed in Reports 196/15 and 240/15 to ensure our scarce budget resources are allocated to our priorities and the outcomes we want to achieve.
RDIP_0018	The options for redirecting resources will examine evidence which supports any changes in resource deployment	31-Dec-2015	In progress	See above
RDIP_0019	We will develop an investment plan to support the Early Intervention and Prevention strategy	31-Dec-2015	In progress	See above
RDIP_0020	We will apply revisions to our budgets for 2015/18 based on the conclusions from the work above so that they better match our priorities and the outcomes we want	31-Dec-2015	In progress	See above

**Priority: Support all Directorates to deliver budget saving**

Code	How we will do this	Due Date	Current Progress	Latest Update
RDIP_0021	We will deliver existing budget decisions over the period 2014/17	31-Mar-2017	In progress	Latest update on savings progress to Resources Leadership team on 8 July 2015 indicated good progress with only a couple of areas of potential concern.
RDIP_0024	We will, where appropriate, support directorates in undertaking and implementing reviews to deliver savings proposals	31-Dec-2015	In progress	Work is complete in supporting Directorates in relation to 2015/16 savings proposals. Support activity is ongoing on a range of corporate and Transforming Angus projects e.g. Agile Angus, Angus Alive, residual waste disposal, school electronic payments, etc. which are mainly being addressed through accountants embedded with the TA team. A number of these projects will necessitate support beyond December 2015.

**Priority: Design and implement sustainable support services that are “fit for purpose” as the Council changes**

Code	How we will do this	Due Date	Current Progress	Latest Update
RDIP_0025	We will complete Phase 1 of our strategic review of procurement	31-Dec-2017	In progress	With the recruitment and induction of supporting backfill resource from late May / early June, the Corporate Procurement Manager (CPM) has now been deployed to lead on both streams of this Transforming Angus (TA) project (strategic procurement/ commissioning and purchase-to-pay or “P2P”). Project inception is underway supported by the TA programme consultants, EY. Wide engagement with senior management /Directorate/ Service leadership/management teams and users of procurement at all levels of the organisation is in planning to ensure depth and breadth of involvement. A Project Board and (2) Project Team(s) are being established to govern the project and to support the CPM in taking the work forward. The outline project plan is for completion of phase 1 (full business case) for both projects and reporting to Committee by Jan/Feb '16 then for implementation of (a) reformed P2P arrangements by July/Aug '16 and (b) reformed strategic procurement/ commissioning structures by Jan/Feb '17.
RDIP_0029	We will complete Phase 1 of our Purchase to Pay strategy to provide a simplified and more efficient process to	31-Dec-2016	In progress	As above

Code	How we will do this	Due Date	Current Progress	Latest Update
	buying and paying for goods			
RDIP_0030	We will define clear roles, responsibilities and accountabilities between services and corporate support	30-Sep-2015	In progress	Services standards have been drafted for Legal & Democratic Services and Organisational Change and consultation with other directorates will now proceed. Service standards are also under development for the services provided by the Corporate Improvement Team.

### Priority: Ensure the Council has a high performing, confident workforce

Code	How we will do this	Due Date	Current Progress	Latest Update
RDIP_0031	We will develop and implement a workforce strategy through associated action plan aligned to the Council's vision and transformational change programme	31-Mar-2018	In progress	The Workforce Strategy was agreed by the EMT in June 2015 for formal consultation with trade unions. This will be submitted for approval by Policy & Resources Committee in September 2015.
RDIP_0032	We will ensure that we have and implement people management policies which support the Transforming Angus programme	31-Mar-2018	In progress	Agile policies were considered by CMT on 14 July 2015. Formal consultation with trade unions and submission to Policy & Resources Committee in September 2015.
RDIP_0033	We will provide learning and development opportunities that support and build the sustainable capacity of our employees and teams	31-Mar-2017	In progress	This is an ongoing programme of work. A new management development programme for middle managers was initiated in June 2015.
RDIP_0034	We will build our coaching capacity and capabilities	31-Mar-2017	In progress	The programme of courses and workshops to develop coaching skills is ongoing.
RDIP_0036	We will lead the implementation of the revised safety management framework	31-Mar-2018	In progress	Work is ongoing. No further update at this time.
RDIP_0037	We will involve and engage our employees and trade unions	31-Mar-2018	In progress	The Corporate Improvement and Staff Sounding Board and monthly staff newsletter continue to operate for Corporate Improvement & Finance supplemented by ad-hoc briefings when required. Specific piece of work on liP results also undertaken and action plan developed by staff sounding board. Legal & Democratic Services line managers continue to meet on a quarterly basis to discuss issues which have been raised by staff. Information

Code	How we will do this	Due Date	Current Progress	Latest Update
				is cascaded to the management team after each meeting. The first "Lets Connect" meeting for Organisational Change took place on 17 June. The next meeting is scheduled for October. Regular trade union liaison meetings have been set up to discuss strategic and corporate employee related issues.
RDIP_0039	We will develop new staff competency frameworks to suit the Council's vision and transformational change programme	31-Mar-2018	In progress	The new employee competency framework has now been implemented.

### Priority: Redesign the Council's income management and debt collection arrangements

Code	How we will do this	Due Date	Current Progress	Latest Update
RDIP_0040	We will complete the implementation of a comprehensive Income Strategy for the Council including a redesign of the Council's debt collection arrangements and transferring rent collection from Housing to the Revenues & Benefits Service	30-Sep-2015	In progress	This action has been combined with the following action and replaced with the a new action " We will lead the Channel Shift Programme Board under Transforming Angus and deliver the agreed projects and priorities within that programme within the agreed timescales set by the Board and agreed by the TA Board.
RDIP_0041	We will implement new approaches for taking payments from customers including our approach to cash payments	30-Sep-2015	In progress	See above

### Priority: Deliver the key strands of the Transforming Angus programme

Code	How we will do this	Due Date	Current Progress	Latest Update
RDIP_0042	We will support the strategic governance of the Transforming Angus programme including the work of the Programme Board	31-Mar-2018	In progress	Further development of strategic governance arrangements has been progressed, including Terms of Reference for the TA Board and draft Business Case methodology.  Actions identified from the TA Governance Audit 14-24 are in the process of being addressed with progress being reported to the TA Board.

Code	How we will do this	Due Date	Current Progress	Latest Update
RDIP_0043	We will lead and support the implementation of the Agile Working Strategy and progress arrangements to create a sustainable property estate	31-Mar-2018	In progress	Agile pathfinders at Bruce House and Angus House are nearing completion. Overall Council plan is being developed including a detailed accommodation supply and demand analysis and integration with community planning partners. Council wide proposals are due to be completed in October 2015
RDIP_0044	We will lead the implementation of the Angus Digital change programmes and ensure delivery of a council wide digital roadmap and strategy.	31-Mar-2018	In progress	<p>Angus Digital Strategy &amp; Roadmap approved by P &amp; R Committee on 28 April 2015.</p> <p>The Web Estate project is moving into 'business as usual'. Angus Ahead now focuses on a 'visit' message and the website domain name has changed to <a href="http://www.visitangus.com">www.visitangus.com</a>. Content migration for service information on <a href="http://angus.gov">angus.gov</a> is complete.</p> <p>The implementation of online services is to be progressed through the channel shift programme. This will incorporate the corporate systems board projects given these are important elements of channel shift. The programme will be aligned to the Improved Customer Experience workstream of the Transforming Angus Programme. A project brief has been developed and agreed to proceed to the stage of creating a business case.</p> <p>For Internal Systems, workshops have been held to develop the vision for the corporate intranet and agree an overall strategy for going forward, including key priority areas and deliverables. A meeting was held with NgA (ResourceLink supplier) to discuss contract renewal options and the way forward.</p> <p>A timetable of monthly meetings of the Information Governance Steering Group has been established and a suppliers' event held to explore records management software. A schedule of meetings of the Information &amp; Records Management Working Group has been agreed.</p>
RDIP_0045	We will develop and manage the Transforming Angus programme office to support the Council's change programme	31-Mar-2018	In progress	<p>A short life Project Governance Working Group has established to develop relevant programme and project governance arrangements for implementation potentially across all Council services.</p> <p>A TA Programme Definition document is currently being drafted to establish context for delivery at portfolio, programme and project levels.</p>

Code	How we will do this	Due Date	Current Progress	Latest Update
RDIP_0047	We will develop and implement policies which support the Transforming Angus programme to facilitate the Council's change programme.	31-Mar-2018	In progress	Relevant policies to support the Transforming Angus programme are still in development.
RDIP_0048	We will support the Dundee and Angus Residual Waste project in partnership with Dundee City Council	31-Mar-2017	In progress	The procurement process is ongoing with the competitive dialogue sessions continuing to take place with the shortlisted bidders.

### Priority: Ensure continued effective governance and statutory compliance

Code	How we will do this	Due Date	Current Progress	Latest Update
RDIP_0052	We will oversee the implementation of the Council's Information Governance Strategy and Action Plan and ensure the Council complies with the Records Management (Scotland) Act 2011	31-Mar-2016	In progress	It has been agreed by the Steering Group to appoint a project manager to help progress this work. The recruitment process is now underway.

### 2013/14 Directorate Improvement Actions carried forward

Code	Action	Due Date	Current Progress	Latest Update
RCIFF_0003	We will provide the policy framework to allow Angus Council to improve the sustainability of its procurement activities.	31-Aug-2015	In progress	<p>An Initial Angus workshop was facilitated by Sustainable Procurement Limited which was attended by members of the Corporate Procurement Group. Further facilitated workshop activity is planned, the overall aim of which is to ensure linkages between/from strategic priorities to contract/framework requirements and to develop a prioritised and effective approach to the delivery of sustainable procurement measures. This will provide a prioritised Angus Council Sustainable Procurement Action Plan with details of individual procurements where the 'sustainability test' will be carried out and a series of sub-actions created.</p> <p>The Procurement Sounding Board will receive a progress report in August 2015 with specific proposals for further work to proactively drive cross-cutting participation in this work stream. This</p>

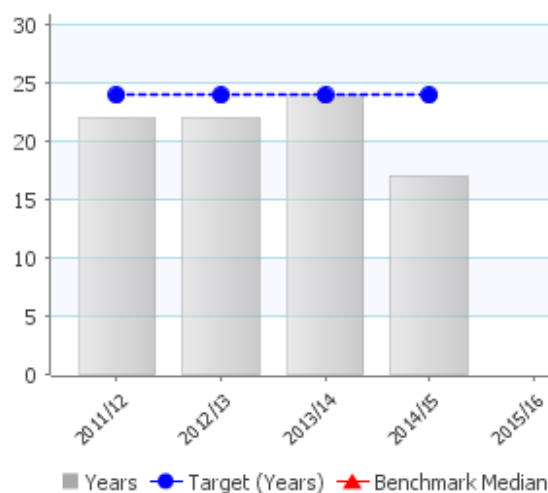


Code	Action	Due Date	Current Progress	Latest Update
				further work will be the subject of further improvement action planning.
RLD_0007	We will support the Local Government Boundary commission for Scotland in their Fifth Statutory Review of Local Government Electoral Arrangements	01-May-2017	In progress	The public consultation on draft proposals has now commenced.
ROCHR_0002	We will lead on the development of the functionality of the Council's Resourcelink system	31-Mar-2018	In progress	A revised project plan is being developed with a view to accelerating progress/increasing the functionality of the system.
RLD_0008	We will provide legal advice and support to the Forfar Community Campus Project Team	31-Dec-2014	Completed	Documentation completed on target and construction has now commenced on site.
ROCOD_0002	We will implement an electronic performance appraisal system	31 Dec-2015	In progress	Work is underway to develop the system.

## APPENDIX 2: KEY PERFORMANCE INDICATORS

### RBA013: Average number of days to decide new claims for council tax and housing benefits from the date of receipt of the claim (KPI)

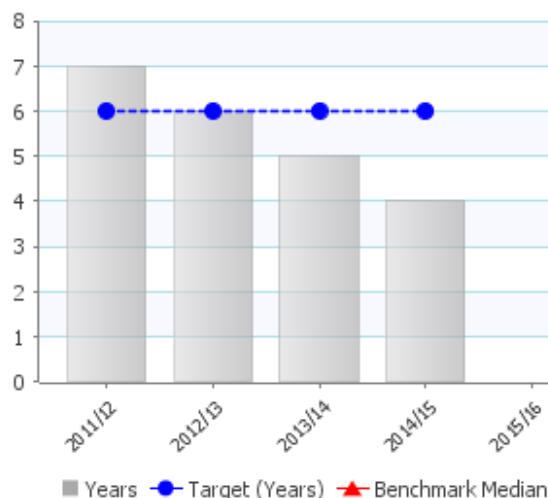
This an improvement of 7 days which is 29% faster, resulting in customers being provided with quicker support to help pay their rent particularly important in this age of welfare reform. This has been achieved by implementing new software technology in the form of risk based verification for benefits, online service delivery options for Council Tax & Benefits with integrated automated processing of data collected through these channels. This software was introduced in stages from May onwards so the combined efficiencies have still to be realised over a whole year where improved consistency from month to month will be shown. This investment in software technology is also the key to creating efficiencies to achieve budget savings.



	Value	Target	Benchmark Median
2011/12	22	24	
2012/13	22	24	
2013/14	24	24	
2014/15	17	24	

### RBA014: Average number of days to process changes of circumstances for council tax and housing benefits from date of receipt of the notification of change (KPI)

This is an improvement of 1 day which is 20% faster, resulting in customers being provided with quicker support to help pay their rent particularly important in this age of welfare reform. This has been achieved by implementing new software technology in the form of risk based verification for benefits, online service delivery options for Council Tax & Benefits with integrated automated processing of data collected through these channels. This software was introduced in stages from May onwards so the combined efficiencies have still to be realised over a whole year where improved consistency from month to month will be shown. There is also scope for further development work which is being undertaken. This investment in software technology is also the key to creating efficiencies to achieve budget savings.



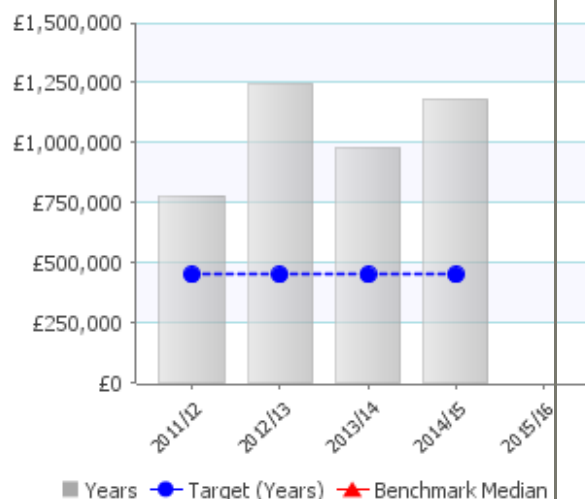
	Value	Target	Benchmark Median
2011/12	7	6	
2012/13	6	6	
2013/14	5	6	
2014/15	4	6	

**RF\_020: Total procurement savings achieved year-on-year, including both cash and non-cash (KPI)**

Compared to 2013/14 (£0.978m), this year's performance at £1.180m is higher by 20.7%. Savings performance exceeds this year's target of £0.450m by 262.2%. There are no national benchmarks for this data.

The main reason for better performance against the projection and target figures is that the Council spent more on collaborative contracts in 2014/15 than projected. It actually spent £14.7m within these contracts compared to a projected £8.7m. Although the Council's total procurement spend increased by £5m (£108m in 2014/15 compared to £103m in 2013/14), over £11m was spent on a one-off basis on new schools projects in Angus. This suggests then a significant increase in the use of collaborative contracts to achieve improved value for money by Angus Council.

At the same time, the majority of the Council's procurement spend remained subject to local arrangements (86%). The Council continues to monitor the share of our procurement spend with local suppliers to ensure continued balance in the achievement of value for money with looking to support our local economy via our public procurement expenditure. In 2013/14 (the latest figures available) the share of our total procurement spend with suppliers headquartered in Angus was 34%, a 3% improvement on the previous year (Report no 368/14 to the Policy & Resources committee meeting on 2 September 2014 refers). That balance therefore continues to be achieved.



	Value	Target	Benchmark Median
2011/12	£781,000	£450,000	
2012/13	£1,247,000	£450,000	
2013/14	£978,000	£450,000	
2014/15	£1,180,000	£450,000	

**RF\_022: % total transactions that are e-transactions (through an e-procurement system) (KPI)**

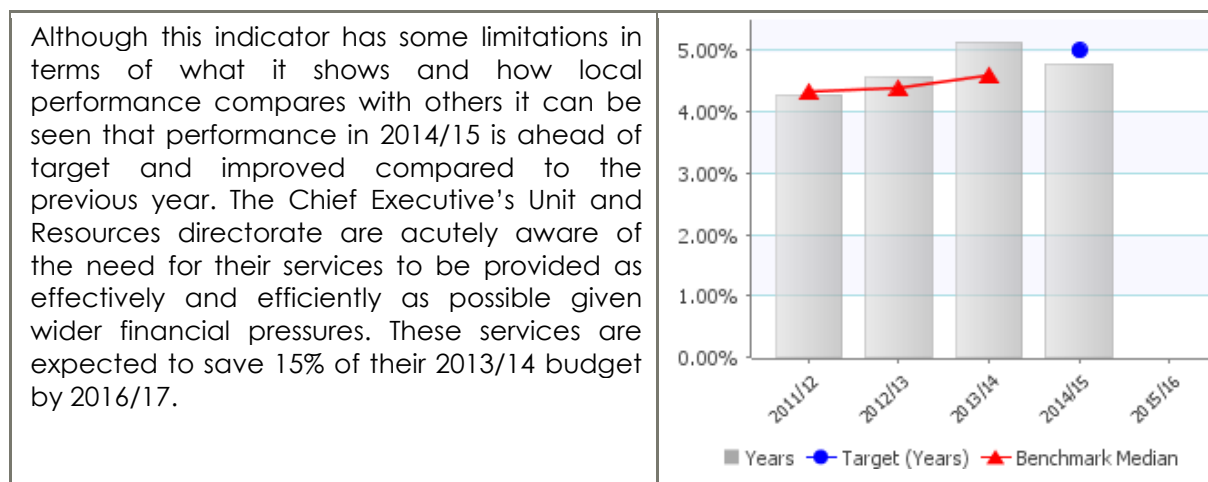
Compared to 2013/14 (51.68%), this year's performance at 78.83% is improved by 27.15%. Compared to this year's target of 60%, performance is 18.83% above target. There are no national benchmarks for this data.

A real push has been applied this year to embed a "whole Council" approach to reporting of our e-Purchasing activity via our 3 main e-Purchasing systems (PECOS, Northgate Housing Management and Archimedes (Property management)). We want to ensure that this metric shows a meaningful overall position in relation to how much of the Council's ordering is electronic, helping the Council to reduce transactional costs and increase efficiency. It is very pleasing to see that the Council's ongoing improvement efforts in this direction now seem to be bearing fruit. This improvement will feed into the Transforming Angus strategic procurement review now underway as referred to in last year's report.



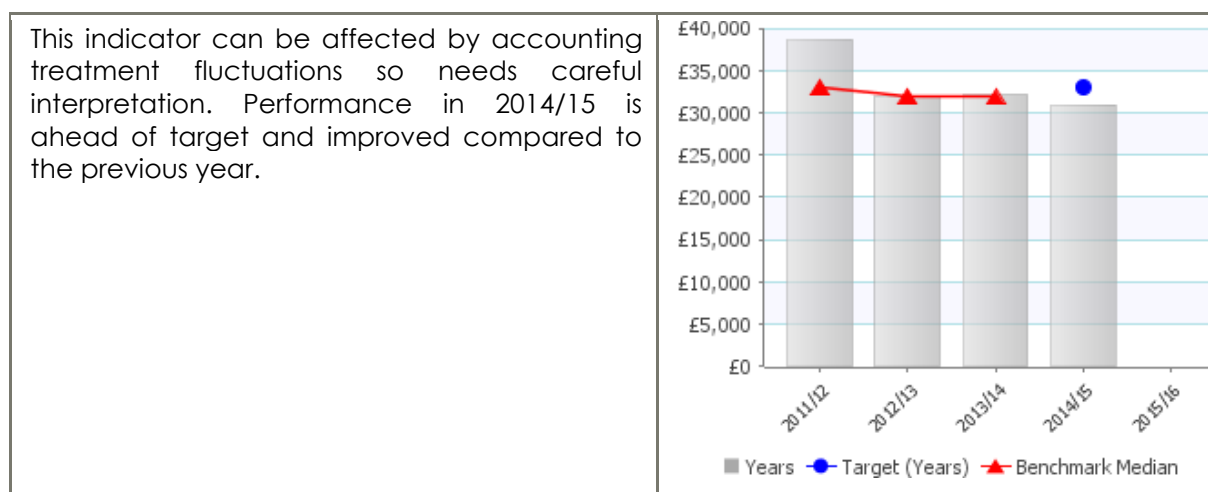
	Value	Target	Benchmark Median
2011/12	40.67%	60.00%	
2012/13	47.00%	60.00%	
2013/14	51.68%	60.00%	
2014/15	78.83%	60.00%	

**Corp1\_RLD\_004: Support Services as a % of Total Gross Expenditure (SPI) (LGBF)**



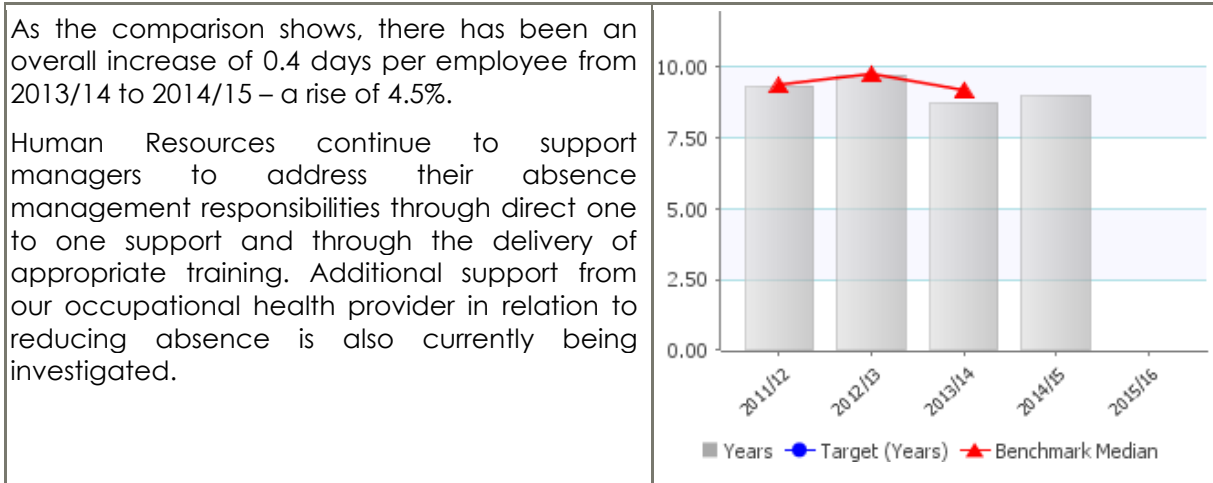
	Value	Target	Benchmark Median
2011/12	4.27%		4.32%
2012/13	4.58%		4.38%
2013/14	5.12%		4.59%
2014/15	4.78%	5.00%	

**Corp2\_RLD\_005: Cost of Democratic Core per 1,000 population (SPI) (LGBF)**



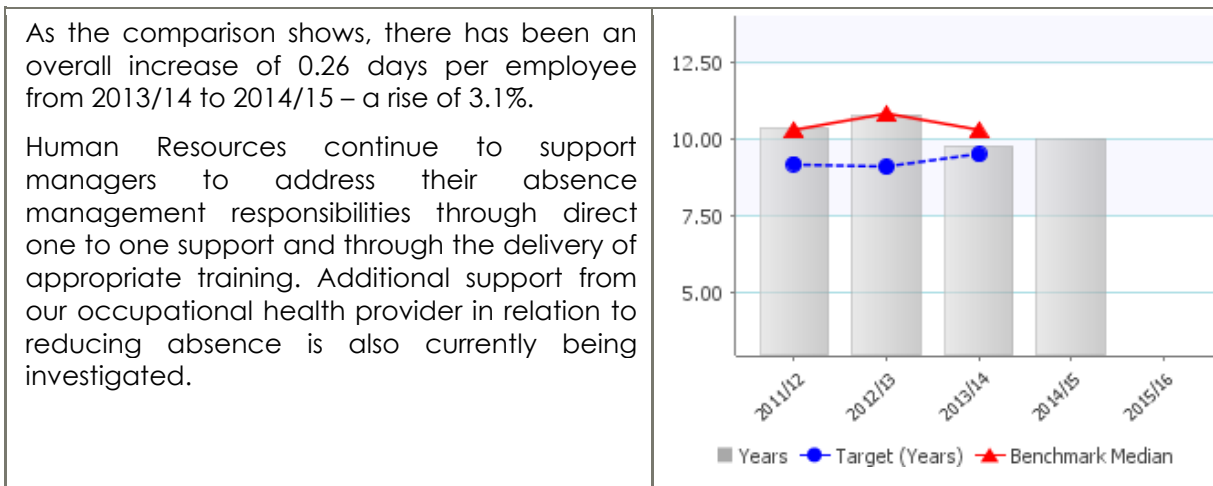
	Value	Target	Benchmark Median
2011/12	£38,697		£33,003
2012/13	£31,908		£31,939
2013/14	£32,149		£31,817
2014/15	£30,949	£33,000	

**Corp6\_RHR012 Sickness Absence Days per Employee (SPI)(LGBF)**



	Value	Target	Benchmark Median
2011/12	9.35		9.35
2012/13	9.73		9.76
2013/14	8.76		9.21
2014/15	9.02		

**RHR\_002: The average number of working days per employee lost through sickness absence for all other local government employees (KPI)**



	Value	Target	Benchmark Median
2011/12	10.34	9.20	10.32
2012/13	10.78	9.10	10.85
2013/14	9.74	9.50	10.31
2014/15	10.00		

**Corp3b\_RHR004: The % of the highest paid 5% of earners among council employees that are women (SPI) (LGBF)**

The % of the highest paid 5% of earners in the Council that are women rose from 44.12% in 2013/14 to 47.62% in 2014/15. This exceeded our target of 41% and although the figure is still short of the 2013/14 Scottish median of 49.01% the gap has closed considerably. These figures do not include teaching staff.

The Council's performance against this indicator has improved, however as the Council's workforce is approximately 75% female and 25% male, females are still under-represented at the most senior level. The Council attempts to develop all its employees to prepare them for taking on higher roles and to encourage them to seek these; it also attempts to encourage external applications from all parts of the labour market.



	Value	Target	Benchmark Median
2011/12	38.57%	41.00%	47.07%
2012/13	37.56%	41.00%	47.69%
2013/14	44.12%	41.00%	49.01%
2014/15	47.62%	41.00%	

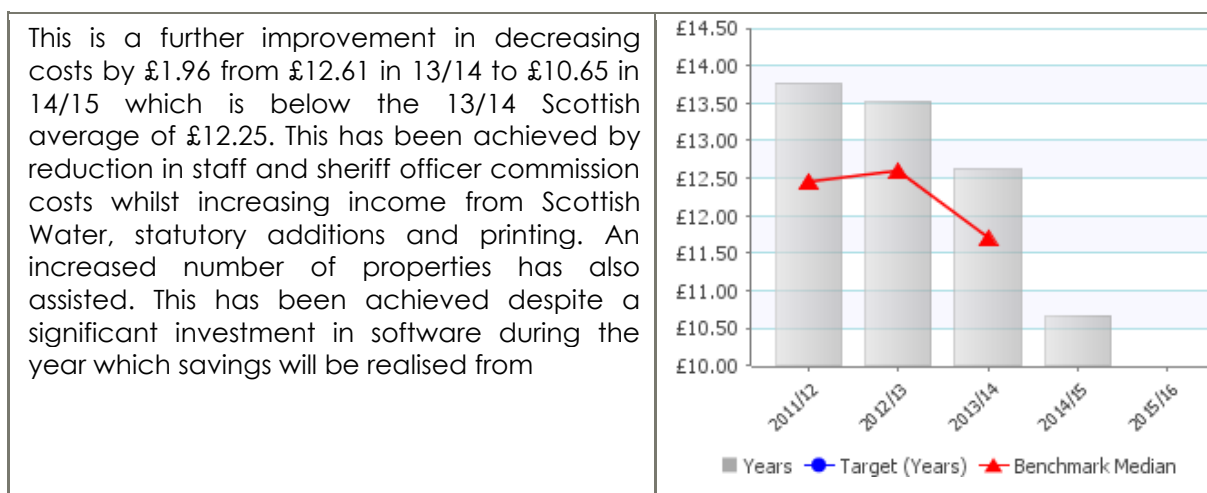
**RF\_014: The proportion of outstanding sundry debt that is more than 90 days old from date of invoice as at 31st March (KPI)**

This indicator provides only a snap shot position and can therefore vary significantly from year to year dependent upon the timing of invoices being issued as well as collection activity. However, performance continues to improve year on year.



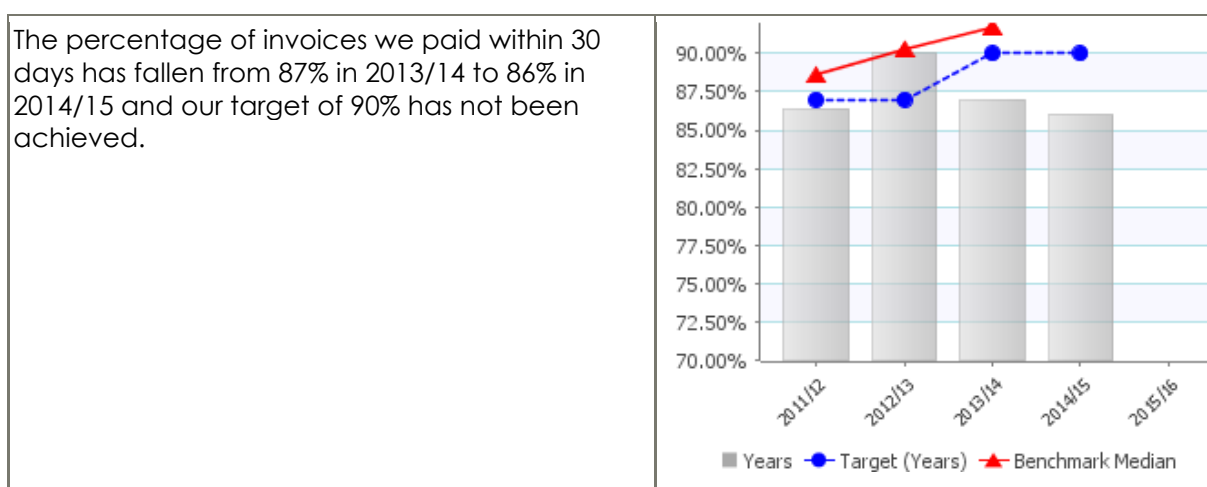
	Value	Target	Benchmark Median
2011/12	32.50%	14.20%	
2012/13	38.60%	14.20%	
2013/14	36.99%	14.00%	
2014/15	35.35%	30.00%	

**Corp4\_CSF004: Cost of collecting council tax per dwelling (SPI) (LGBF)**



	Value	Target	Benchmark Median
2011/12	£13.75		£12.46
2012/13	£13.53		£12.60
2013/14	£12.61		
2014/15	£10.65		

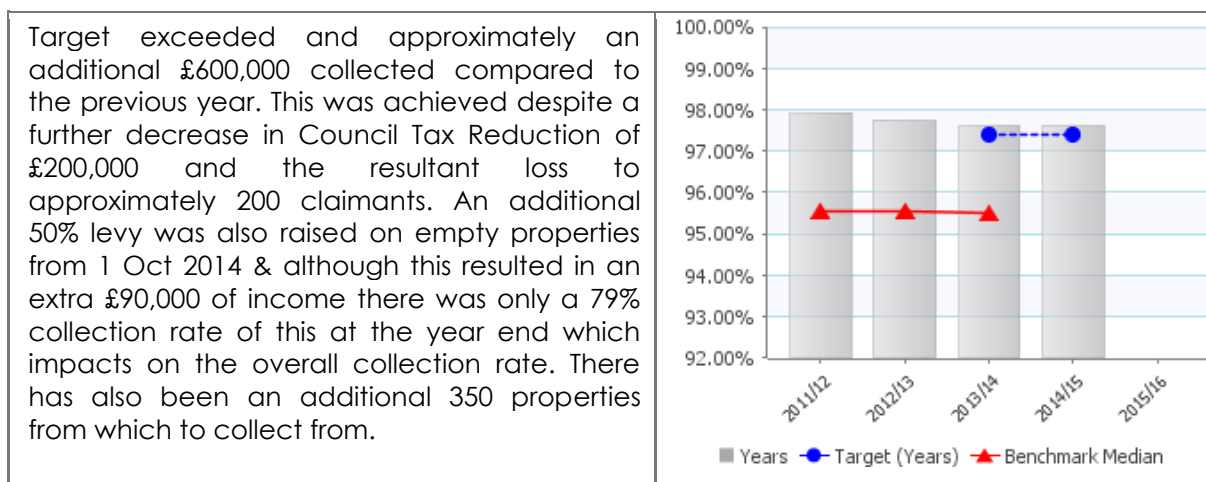
**Corp8\_CSF017: % of invoices sampled and paid within 30 days (SPI) (LGBF)**





	Value	Target	Benchmark Median
2011/12	86.40%	87.00%	88.61%
2012/13	90.00%	87.00%	90.32%
2013/14	87.00%	90.00%	
2014/15	86.00%	90.00%	

**Corp7\_CSF008: % of income due from council tax for the year excluding reliefs and rebates that was received by the end of the year (SPI) (LGBF)**



	Value	Target	Benchmark Median
2011/12	97.93%		95.36%
2012/13	97.72%		95.56%
2013/14	97.62%	97.40%	
2014/15	97.60%	97.40%	