

**Resources Directorate**  
**Annual Performance Report**  
**2015/16**

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## **STRATEGIC DIRECTOR'S FOREWORD**

I am pleased to present the Resources Directorate's Annual Performance Report for 2015/16.

The report highlights the significant contribution that the directorate and its staff play in the work of Angus Council. While often not visible to our citizens and service users we provide key professional and support services which substantially contribute to the strategic management and operational efficiency and effectiveness of the Council. I am extremely proud of my staffs' work, commitment and professionalism. This report and the achievements detailed within it are a testament to the resources' workforce and their dedication to the council and our public.

The year placed many new challenges and demands on the directorate and I believe we rose to meet these with enthusiasm while continuing to support the council's day to day operations.

Section 2 of the report details a number of major achievements during the year. It highlights the breadth and range of our work and the important contribution made towards the delivery of many of the council's priorities. In particular, the directorate leads supports and underpins transformational change work across the whole council.

I am pleased to report that all of the directorate's key actions for 2015/16 have either been completed or are in progress. Those yet to be completed have been carried forward to ensure closure.

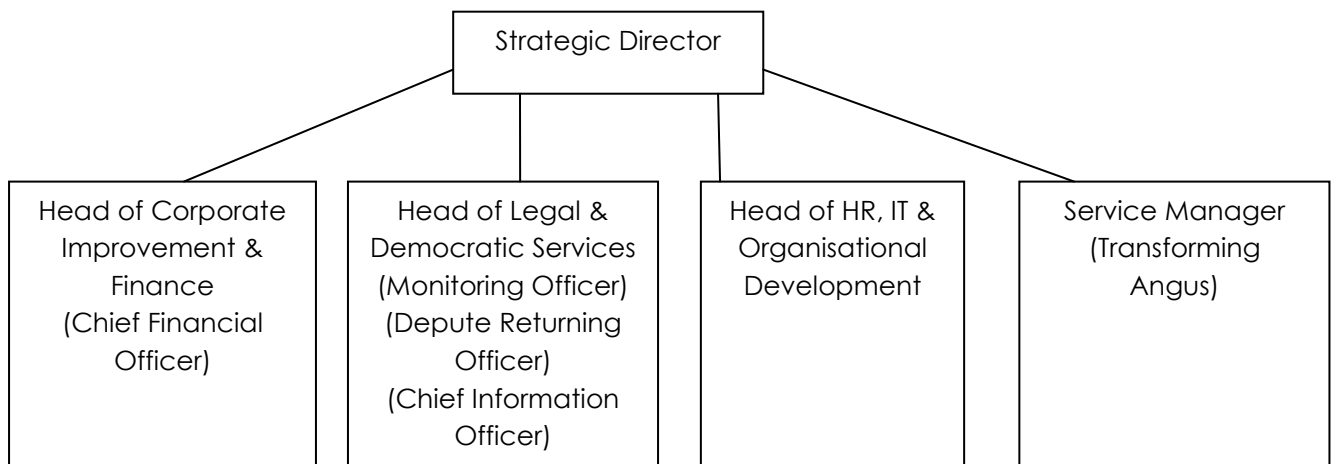
The challenges facing the council will continue into the medium-future and the directorate's services are geared up to playing our role in ensuring that the council continues to provide great public services to the people of Angus.

**Mark Armstrong, Strategic Director Resources**

# 1 SERVICE PROFILE

The Resources directorate comprises 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 which is responsible for supporting the implementation of the Council's change programme is also based within the Resources directorate.

Front line services to the citizens of Angus 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
- Rent Arrears Collection
- Welfare Rights (with effect from 1 April 2016)

Financial Services:

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

## Corporate Improvement

- Corporate Planning, Corporate 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 and Standards Commission complaints
- Registration Service
- Information Governance

### Democratic Services

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

### Elections & Directorate Business Support

- Election Management
- Boundary Reviews
- Resources Directorate Business Support
- Angus House facilities support
- Directorate Performance Management
- Print and MFD copy services

## Organisational Change:

### HR

- HR 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 services capacity to lead future change
- Review and consolidation of the property and school estate
- Management of the Council's strategic partnership with EY

## **2 MAJOR ACHIEVEMENTS 2015/16**

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:

### **Deliver the key strands of the Transforming Angus (TA) Programme**

- Resources directorate staff ensured that the essential legal, financial, HR and IT work was completed to allow the Council's Culture & Leisure Trust (Angus Alive) to launch on its targeted "go-live" date of 1 December 2015 and continues to provide significant advice to the company. This was the most significant individual task undertaken by the directorate during the year over and above normal activity. In order to deliver this project within the challenging timescale, all three services input significant man hours into this project,
- A full range of Agile policies have been implemented to support the Transforming Angus Programme.
- A new Transforming Angus programme and project governance framework was created with the aim of improving programme management and project delivery controls.
- The Resources directorate contributed significantly to the delivery of the new Brechin Community Campus which opened in March 2016, and closing the contract for the new Forfar Community Campus to allow progress with construction works.
- The provision of legal advice in respect of the delivery of two new primary schools in Arbroath through East Coast Central Territory Hub, both of which are ready to open to staff and pupils in August 2016.
- The provision of legal advice to Angus Council and Dundee City Council in respect of the Dundee and Angus Residual Waste project. The project team are in the process of completing dialogue with the final bidder.
- Support to the "Help to Live at Home" project in development and implementation of Phase 1.

### **Develop our approach to Priority Based Budgeting and Resource Allocation based on outcomes**

- Successful delivery of a balanced budget and priority based budget for financial year 2016/17 despite the late announcement and the most challenging grant settlement in the Council's 20 year history.

### **Design and implement sustainable support services that are "fit for purpose" as the Council changes**

- A full suite of service standards have been developed for the directorate and are now available on the intranet.
- The review of print and copy services was completed and the recommendations approved. Implementation is currently underway to establish the new Digital

Reprographics Unit and transfer services from the Invertay Machine Room. Future strands of this project will review the Council's current mail, courier and MFD provision.

- The procurement and successful transfer of staff records to a new version of Etarmis, the Council's flexitime system which provides new agile capabilities.
- A review of Democratic Services was completed and the recommendations approved. Implementation is well underway.

#### **Ensure the Council has a high performing, confident workforce**

- A new staff competency framework to meet the Council's vision and transformational change programme.
- Development and approval of the Workforce Strategy and action plan.
- The provision of professional advice from Legal, Finance, HR and the Health & Safety team to the Council regarding the creation and ongoing operation of Angus Shared Apprentice Programme Ltd, which now employs 12 apprentices.
- In 2015/16 21 employees completed a two day Programme and Project Management Course, 7 gained their PRINCE 2 qualification and 7 gained their Managing Successful Programmes MSP course.
- The Safety, Health & Wellbeing team have been working on a number of major initiatives including the review of the Council's Safety, Health & Wellbeing Framework, development of e-learning and workshops for how we manage safety, health & wellbeing and development of an improved user friendly intranet site for all safety, health and wellbeing information. These initiatives are due to be launched later in the year.

#### **Ensure continued effective governance financial control and statutory compliance**

- The successful delivery of the UK Parliamentary election on 5 May 2015 and the Community Council elections in October 2015.
- The Council's committee structure was reviewed and revised. A review and update of the Council's Standing Orders, Order of Reference of Committees and Scheme of Delegation to Officers was completed to reflect these changes. Further changes are due in 2016/17 to reflect the recently agreed governance arrangements for the Integration Joint Board.
- Leadership of the work to support the Council's Best Value Audit, the report from which is awaited.

#### **Support the work of the Angus Joint Integration Board for Health & Social Care**

- The Resources directorate contributed significantly to the establishment of the Angus Health and Social Care Partnership Integration Joint Board including supporting preparation of the Strategic Plan and Initial Partnership budget.

#### **Effective management of the impacts of Welfare Reform and other legislative changes**

- Preparing a range of support materials for citizens and agreeing a Delivery Partnership Agreement with the Department for Work and Pensions (DWP) to support Universal Credit roll out in Angus.







### 3 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><i>Managing Our Business:</i></b></p>	<ul style="list-style-type: none"> <li>➤ Transformational Change</li> </ul>	<ul style="list-style-type: none"> <li>➤ Deliver the key strands of the Transforming Angus programme</li> <li>➤ Develop our approach to Priority Based Budgeting and Resource Allocation based on outcomes</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>➤ Ensure continued effective governance, financial control and statutory compliance</li> <li>➤ Deliver a resilient IT and communications infrastructure to support the change agenda</li> </ul>
<p><b><i>Communities that are Caring and Healthy:</i></b></p> <ul style="list-style-type: none"> <li>➤ We have improved the health and wellbeing of our people and inequalities are reduced</li> </ul>	<ul style="list-style-type: none"> <li>➤ Integration of Health and Social Care</li> </ul>	<ul style="list-style-type: none"> <li>➤ Support the work of the Angus Joint Integration Board for Health &amp; Social Care</li> <li>➤ Effective management of the impacts of Welfare Reform and other legislative changes</li> </ul>

## **Actions**

The progress against key actions under each of the directorate priorities as at 31 March 2016 is noted in this section of the report.

<b>Symbol</b>	<b>Explanation</b>	<b>Number of Actions</b>
	<b>Action in progress</b>	<b>40</b>
	<b>Action completed</b>	<b>20</b>
	<b>Action overdue</b>	<b>0</b>
	<b>Action cancelled</b>	<b>8</b>

15 of the outstanding directorate improvement actions have been taken forward into 2016/17 with the remaining actions transferred to service operational plans. **Appendix 1** provides an up to date position for each of carry forward actions as at the time of reporting.

## **Performance Indicators**








Detailed commentary on the performance of specific indicators is also contained in this section of the report. 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 **Appendix 2**.





## **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 2016 on the progress of these is also noted in this section of the report.




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

How we will do this	Due Date	Status	Annual Report Note
We will support the Dundee and Angus Residual Waste project in partnership with Dundee City Council.	31-Mar-2017		Dialogue still ongoing with selected bidders.
We will support the progression and implementation of providing improvements to passenger transport (including green fleet).	31-Mar-2018		There has been no change since the previous update which noted that the implementation of the integrated transport team is progressing and the lease v purchase project is being assessed.
We will support the implementation of the transfer of fleet services and the provision of the new Angus Community Recycling Opportunity Partnership (ACROP) facility in Arbroath.	31-Jul-2016		Construction of the new ACROP facility is progressing with a target completion date of Autumn 2016.
We will support the strategic governance of the Transforming Angus programme including the work of the Programme Board.	31-Mar-2018		The strategic governance framework has been established and full operational activity to support the process is being actively encouraged, including the delivery of a comprehensive training programme during February/March 2016.
We will lead and support the implementation of the Agile Working Strategy and progress arrangements to create a sustainable property estate.	31-Mar-2018		The Business Case was agreed by Council in December 2015. The Agile implementation plan has been developed with specific focus on delivering back office transition during 2016 and 2017. Locality hub changes will follow on commencing in 2018.
We will develop and manage the Transforming Angus programme office to support the Council's change programme.	31-Mar-2018		Training programmes for Prince2, MSP and TA Governance model delivered during February / March 2016. Feedback from the attendees has been very positive and further training programmes have been put in place to meet demand.
We will develop and implement policies which support the Transforming Angus programme to facilitate the Council's change programme.	31-Mar-2018		Development work is ongoing. The outcomes from the recent Transforming Angus Benefits Realisation Internal audit will provide further opportunity to improve the current status.


How we will do this	Due Date	Status	Annual Report Note
We will lead and support the procurement and delivery of major projects included in the Council's school estate improvement programme.	31-Mar-2018		Phase 1 of Brechin Community Campus is completed and operational. Phase 2 has commenced. Good progress is being made on the Forfar Community Campus and Arbroath Schools Project (Phase 1). National funding announcement has been made which will support Arbroath Schools (Phases 2 and 3) and a report is being prepared for the Children and Learning Committee for its meeting on 17 May 2016.
We will support the examination of options in relation to the provision of waste collection and grounds maintenance services.	31-Mar-2018		Work on this is being progressed by the Head of Regulatory and Protective Services.
We will support the progression and implementation of the most appropriate model of provision for 'Help to Live at Home' services.	31-Mar-2019		Work on this is being progressed by Head of Community Health and Care Services. First phase of internal efficiencies project went live on 4 April 2016.
We will support the project management arrangements for service reviews where required.	31-Mar-2018		No change since last update which noted that service reviews are now included as part of the TA Business Change Process.
We will examine opportunities for income, investment and growth, to generate new revenue streams for the Council.	31-Mar-2018		A workshop has been arranged with our strategic partners EY to scope the potential opportunities that could be delivered through this programme.
We will lead on and manage the Transforming Angus (TA) Procurement Review project in respect of the structure of and process for: (a) the Council's strategic procurement; and (b) the Council's purchase-to-payment ("P2P") process.	31-Mar-2018		An "escalation report" has been drafted for the 22 April 2016 TA Board meeting to ensure that this issue is in sharp focus. Discussions with EY are ongoing to provide a solution.








How we will do this	Due Date	Status	Annual Report Note
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		Progress continues to be made with the Information Management & Governance, Internal Systems and Angus Digital implementation programmes. A number of enabling projects are in development which will support the delivery of benefits from these programmes. Arrangements are also in place to ensure that digital enablement projects which are part of the digital roadmap are visible to the relevant programme boards for consideration.
We will collaborate and manage the input of our Strategic Partner where this has been identified as being required to support the delivery of specific work streams, and identify new opportunities to support the Transforming Angus change programme.	30-Sep-2017		EY continue to provide specialist advice and support on specific change programmes. This has been particularly focussed to date in relation to the delivery of the Culture & Leisure Trust and also the Help to Live at Home initiatives. The performance of EY is also being monitored both in terms of input to specific programmes and also added value to the whole TA programme/ organisation capability to manage change.
We will lead the implementation of the Channel Shift programme taking into account the interdependencies of Angus Digital.	31-Mar-2018		Channel Shift Board has a small number of agreed core projects underway including changes to customer payments options through ACCESS Offices and online. Prioritised programme is in the process of being finalised as part of the programme Business Case to provide the basis for this change programme to be managed through to delivery of benefits.
We will support the progression and implementation of the most appropriate model of provision for the delivery of Cultural and Leisure services.	31-Mar-2016		Angus Alive achieved its 'go-live' target of 1 December 2015.







**Priority: Develop our approach to Priority Based Budgeting and Resource Allocation based on outcomes**

How we will do this	Due Date	Status	Annual Report Note
We will, with support from the Improvement Service, identify pilot initiatives in key areas which can demonstrate how to make budgeting for priorities and outcomes achievable.	31-Mar-2018		Progress continues to be made. Second round of participatory budget in Brechin to take place later in 2016.
We will reflect on the outcomes from the use of Priority Based Budgeting (PBB) in setting the 2016/17 budget and develop/refine our PBB approach for the 2017/18 budget setting.	31-May-2016		Priority Based Budgeting was successful for 2016/17 and its use will continue.
We will review our budget setting process to enable elected members to focus on key priorities and outcomes to be delivered and officers to focus on the operational detail and practicalities of delivery.	30-Sep-2015		This action has now been superseded as per mid term report.

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

How we will do this	Due Date	Status	Annual Report Note
We will provide the policy framework to allow Angus Council to improve the sustainability of its procurement activities.	31-Dec-2017		Development of the overarching action plan towards achieving level 3 in each discipline of the 'Flexible Framework' is part of the work of the Corporate Procurement Group. One of the actions towards this is use of the 'Sustainability Test' tool. A further workshop on the use of the 'Sustainability Test' tool (part of the Scottish Government Procurement Journey) has been arranged for the nominated Procurement Champions (CPG Group), for 26 April 2016.

How we will do this	Due Date	Status	Annual Report Note
We will deliver existing budget decisions over the period 2014/17.	31-Mar-2017		All areas of Resources are on track to achieve the target savings level. Where necessary revised savings have been implemented to replace original savings which proved not to be feasible.
We will roll out self-assessment across all directorates as part of our continuous improvement strategy.	31-Mar-2017		A self assessment has now been completed by Legal and Democratic Services and work is currently underway to translate the areas for improvement into specific actions with responsible officers and timescales also identified. This forms part of the Phase 3 roll out of AIM which will not be completed until 31 March 2017.
We will ensure an integrated approach to organisational change through the single HR, IT and Organisational Development service.	31-Mar-2018		Organisational Change Management Team has worked with the Communications Team to develop information for publishing on intranet regarding Human Resources, Information Technology & Organisational Development service. The whole service continues to support and implement organisational change.
We will lead on the development of the functionality of the Council's Resourcelink system.	31-Mar-2018		Development of on-line expenses for Angus Alive and teaching staff and development of My Learning module for Children, Families & Criminal Justice Staff is underway. The training booking module is being piloted before roll out to all employees and councillors.
We will define clear roles, responsibilities and accountabilities between services and corporate support.	31-Mar-2016		Service standards now in place for all support services provided by Resources directorate. These will need to be kept under review but the main task of establishing them in liaison with services is now complete.
We will undertake a corporate self assessment for the Council to identify areas for improvement.	31-Mar-2017		The areas for improvement identified through this exercise will be monitored via Covalent. This action is now complete.
We will complete a review of the Council's print and copy services including the re-negotiation of the current MFD contract.	31-Mar-2016		Review complete - report to be submitted to the Council's Management Team (CMT) in January 2016 outlining recommendations to be implemented. Negotiation of MFD contract ongoing. Implementation of approved recommendations will be monitored via project plan.

How we will do this	Due Date	Status	Annual Report Note
We will carry out a review of Democratic Services to align the service with the Council's new Committee structure.	31-Mar-2016		Review was completed in December 2015.
We will complete Phase 1 of our strategic review of procurement.	31-Dec-2017		This action has been superseded by the action as per mid term report.
We will complete Phase 1 of our Purchase to Pay strategy to provide a simplified and more efficient process to buying and paying for goods.	31-Dec-2016		This action has been superseded by the action as per mid term report.
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		This action has been superseded by the action as per mid term report.
We will implement new approaches for taking payments from customers including our approach to cash payments.	30-Sep-2015		This action has been superseded by the action as per mid term report.
We will undertake a cost/benefit analysis to ascertain the value of undertaking a whole scale review of the clerical/admin function across the Council.	30-Sep-2015		This action has been superseded by the action as per mid term report.



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

The performance for 15/16 of 39.99% compares to 35.35% in 14/15 a deterioration of 4.64% in performance.

The drop in performance has been partially caused by additional workload due to the setting up of Angus Alive and the replacement of cash payment facilities which has meant staff resources have had to be diverted. To improve performance additional temporary resource will be created allowing the transfer of existing resources to concentrate on sales ledger activity. In particular the system enhancement of automated recovery action which in the long term should result in improved collections.



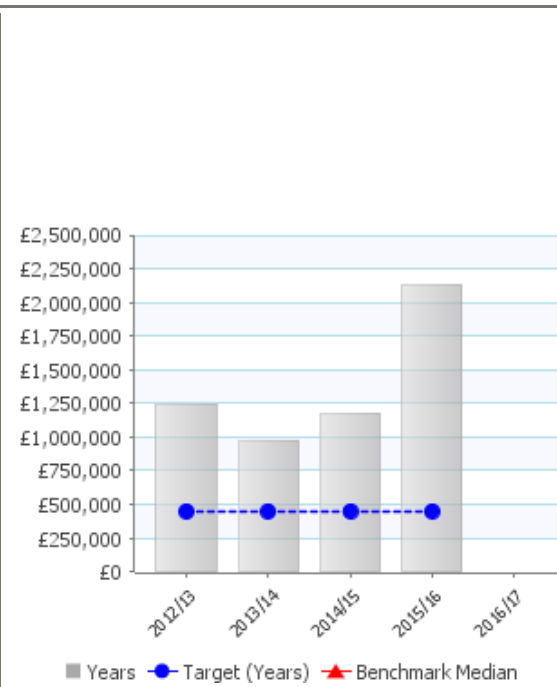
	Value	Target	Benchmark Median
2012/13	38.60%	14.20%	
2013/14	36.99%	14.00%	
2014/15	35.35%	30.00%	
2015/16	39.99%		

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

2015/16 performance shows a 64% increase on last year's performance and exceeds target by 374%. The target remains at the level set for previous years, representing the cost of corporate procurement arrangements plus a contribution to corporate savings targets, demonstrating the extent to which procurement savings achieved are available for application to the cost of delivering front-line services.

£1.404M of the savings achieved represents corporate transactional efficiency & collaborative activity while £730K was achieved by People directorate on operational procurement activity separate from those corporate arrangements.

Of that £1.404M, £1.051 was from corporate collaborative contracting arrangements which compares with £1.180M from the same activity for the year 2014/15. The underlying trend therefore shows a slowing in the rate of procurement savings achieved from collaborative contracting arrangements but an increase in the procurement savings achieved from operational activity and better buying in other areas. The Council's procurement review aims to deepen and broaden that approach.

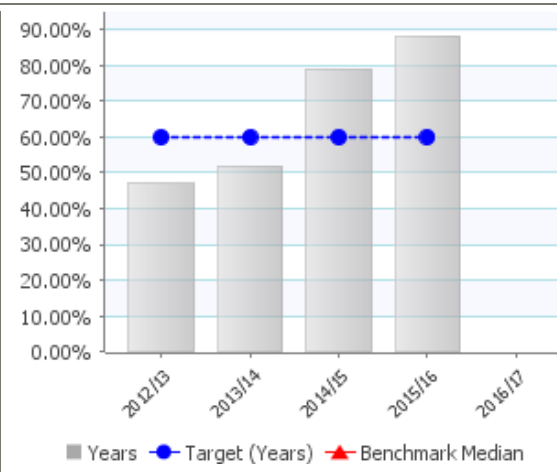


	Value	Target	Benchmark Median
2012/13	£1,247,000	£450,000	
2013/14	£978,000	£450,000	
2014/15	£1,180,000	£450,000	
2015/16	£2,134,000	£450,000	

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

2015/16 performance exceeds target by 28% and shows an improvement on last year of 9%. This shows increasing but more importantly sustained use of e-Purchasing systems (PECOS, Northgate and Archimedes) across the Council's business, offering a substantial efficiency benefit in staff time over manual transaction processing.

In cashable terms, the value of this efficiency to the Council is calculated at £352K for 2015/16 (included in the savings figure achieved for 2015/16 reported for measure RF\_020).

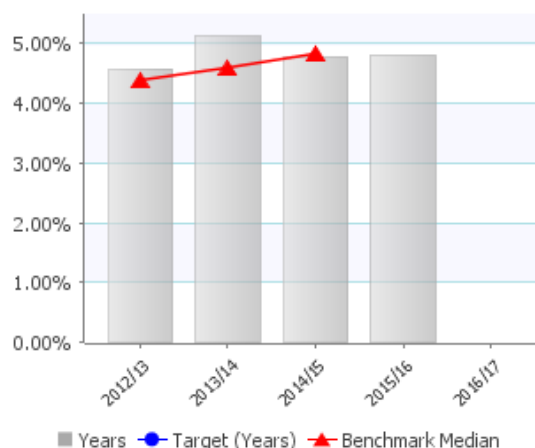


	Value	Target	Benchmark Median
2012/13	47.00%	60.00%	
2013/14	51.68%	60.00%	
2014/15	78.83%	60.00%	
2015/16	88.19%	60.00%	

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

The amount Angus Council spent on central support services as a proportion of council running costs increased from 4.23% in 2010/11 to 5.12% in 2013/14 before falling to 4.78% in 2014/15. The equivalent figure in the average council in 2014/15 was 4.84%. We are ranked 16th of 32 councils in this indicator.

Although this indicator has some limitations in terms of what it shows and how local performance compares with others it can be seen that performance in 2014/15 is ahead of target and improved compared to the previous year. The Chief Executive's Unit and Resources directorate are acutely aware of the need for their services to be provided as effectively and efficiently as possible given wider financial pressures. These services are expected to save 15% of their 2013/14 budget by 2016/17.



	Value	Target	Benchmark Median
2012/13	4.58%		4.38%
2013/14	5.12%		4.59%
2014/15	4.78%		4.84%
2015/16	4.80%		

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

The cost of the democratic core per 1,000 people decreased from £37,236 in 2014/15 to £34,137 in 2015/16. The equivalent figure in the average council in 2015/16 is not available at this time. We did not set a target for this measure.







This indicator can be affected by accounting treatment fluctuations so needs careful interpretation. Performance in 2015/16 is ahead of target and improved compared to the previous year.





This measure is part of the Local Government Benchmarking Framework. Some of the variation may be due to how costs are coded in different councils.



	Value	Target	Benchmark Median
2012/13	£31,908		£31,939
2013/14	£32,149		£31,817
2014/15	£37,236		£30,265
2015/16	£34,137		

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

How we will do this	Due Date	Status	Annual Report Note
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		Progress has been made on a number of actions on the agreed Workforce Strategy Action Plan.
We will provide learning and development opportunities that support and build the sustainable capacity of our employees and teams.	31-Mar-2017		Leadership development for Middle Managers continues, with three cohorts undertaking the programme. Cohort 11 of our joint programme for senior leaders from Angus Council and Dundee City Council is now underway.
We will build our coaching capacity and capabilities.	31-Mar-2017		No change since last update which noted that programmes and courses continue to run. There has been an increase in 1-1 coaching activity during this period.
We will undertake a Council wide Employee Attitude Survey.	31-Mar-2016		Employee Attitude Survey has been undertaken with follow up workshops. Final report now received from provider and report with recommendations to go to the Council's Management Team for consideration in May.
We will implement an electronic performance appraisal system.	30-Jun-2016		A number of issues remain in relation to roll-out of the new system and other options are now being considered.
We will lead the implementation of the revised safety management framework.	31-Mar-2018		Work is on-going to develop a new intranet site, guidance, e-learning and training.

How we will do this	Due Date	Status	Annual Report Note
We will involve and engage our employees and trade unions.	31-Mar-2018		Dates for Resources staff and managers forums have been arranged for 2016. Regular trade union liaison meetings take place with Strategic Director - Resources and Head of Human Resources, Information Technology & Organisational Development and trade unions meet on a quarterly basis with the Executive Management Team.
We will ensure appropriate directorate safety, health and wellbeing arrangements are place.	31-Mar-2016		All directorates have Safety, Health and Well-being arrangements in place.
We will ensure that we have and implement people management policies which support the Transforming Angus programme.	31-Mar-2018		Agile policies have now been implemented to support the Transforming Angus Programme.
We will develop new staff competency frameworks to suit the Council's vision and transformational change programme.	31-Mar-2018		Action complete as per mid term report.

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

Sickness absence for all staff increased from an average of 9.02 days in 2014/15 to 9.4 days in 2015/16. We did not set a 2015/16 target and don't have comparable data from other councils for it.

As the comparison shows, there has been an overall increase of 0.38 days per employee from 2014/15 to 2015/16. Human Resources advisers continue to support managers to address their responsibilities for staff who are absent from work. This is through direct one-to-one support, training and coaching. Support for absence management includes the implementation of a Day 1 reporting procedure via the Council's occupational health provider where employees report their absence directly to a health professional, who can provide immediate help and guidance to facilitate the earliest possible return to work.

We have been taking part in a Human Resources LGBF Family Group since March 2015. We are comparing our approach with other councils in an attempt to improve performance.



	Value	Target	Benchmark Median
2012/13	9.73		9.76
2013/14	8.76		9.21
2014/15	9.02		
2015/16	9.40		

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

Sickness absence for all local government staff other than teachers increased from an average of 10 days in 2014/15 to 10.63 days in 2015/16. We did not set a target for 2015/16. In 2014/15, staff other than teachers in the average Scottish council were absent for 11.04 days and we were ranked 10th of 32 Scottish councils.

Human Resources advisers continue to support managers to address their responsibilities for staff who are absent from work. This is through direct one-to-one support, training and coaching. Support for absence management includes the implementation of a Day 1 reporting procedure via the Council's occupational health provider where employees report their absence directly to a health professional, who can provide immediate help and guidance to facilitate the earliest possible return to work.

We have been part of a Human Resources LGBF Family Group since March 2015. We are comparing our approach with other councils in an attempt to improve performance.

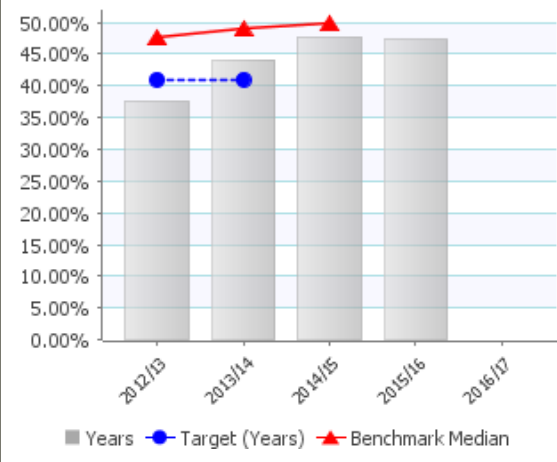


	Value	Target	Benchmark Median
2012/13	10.78	9.10	10.85
2013/14	9.74	9.50	10.31
2014/15	10.00	Blank	11.04
2015/16	10.63	Blank	Blank

**Corp3b\_RHR\_004: The % of the highest paid 5% of earners among council employees that are women (SPI) (LGBF)**

The percentage of the highest paid 5% of earners in the Council that are women fell from 47.62% in 2014/15 to 47.31% in 2015/16. In 2014/15 we were ranked 26th of 32 councils. We did not set a target for this indicator in 2015/16.

There has been a marginal decrease in 2015/16 as the overall number of employees has reduced due, in the main, to the transfer of a number of employees to Tayside Contracts and Angus Alive. In addition a number of our in-year leavers were women who were previously within the 2%-5% bracket of the highest paid earners in the Council.



	Value	Target	Benchmark Median
2012/13	37.56%	41.00%	47.69%
2013/14	44.12%	41.00%	49.01%
2014/15	47.62%	41.00%	49.85%
2015/16	47.31%		

**Risk:**




**RESERR\_0002 Sound Resource Management**

**Risk Description:**



There is a risk, with the proposed reductions in the staffing resources available and the increase in demand to support major Transforming Angus programme projects that resources may be used ineffectively or individual workloads become too great leading to a greater risk of services being unable to maintain the current pace of change.

Likelihood: 3  
 Potential Impact: 4  
 Overall Risk Score: 12  
 Risk Appetite Score: 10

**Mitigating actions**

Code	Due Date	Status	Annual Report Note
We will develop and diversify the skills of existing staff and facilitate the transfer of knowledge and skills when key employees are leaving the Council.	31-Mar-2017		Continued investment in training and development – graduates appointed in Finance to support TA work and two trainees to be appointed in Legal & Democratic Services, On-going development is taking place for employees across the service particularly in relation to programme and project management and digital skills.
We will monitor staff workloads and sickness absence levels through analysis of flexi-time and sickness absence records	31-Mar-2017		Sickness Absence levels are monitored on a regular basis by the directorate and service leadership teams. There have been a number of work-related stress long term absences so workloads continue to be monitored carefully.
We will improve on-going dialogue and engagement with trade unions.	31-Mar-2017		Regular briefing sessions are held both at a directorate and service level to communicate change agenda. Regular trade union liaison meetings take place with Strategic Director Resources and Head of HR, IT & OD and trade unions meet with EMT on a quarterly basis.



Code	Due Date	Status	Annual Report Note
We will ensure that managers at all levels monitor staff for signs of work related stress and where necessary discuss concerns with staff.	31-Mar-2017		Mentally Healthy Workplace training and Resilience training is being rolled out for managers and employees by the Health, Safety & Wellbeing team to ensure that managers can spot signs of workplace stress and take appropriate action where required.
We will encourage staff to share best practice, suggestions and ideas to improve efficiency to assist managers in ensuring that workloads for all staff are maintained at a manageable level.	31-Mar-2017		All employees are encouraged to contribute to identifying areas to improve efficiency and which support the move to agile working.



**Risk**  
**RESRR\_0006 Staff Recruitment & Retention**


**Risk Description:**

There is a risk as a directorate we will be unable to recruit, retain and motivate staff to deliver our services effectively in the current economic climate with local authorities required to continue to deliver high quality services despite significant reductions to their budgets.






Likelihood: 4  
Potential Impact: 3  
Overall Risk Score: 12  
Risk Appetite Score: 10

**Mitigating actions**

Code	Due Date	Status	Annual Report Note
We will ensure that staff are aware of; and where appropriate make use of employee benefits such as flexible working policies, PAM assist etc. to improve work/life balance.	31-Mar-2017		PAM Assist promoted via intranet, staff communications, appraisal interviews and one to ones etc. Employees are encouraged to make use of these benefits to meet their own individual circumstances.
We will continually monitor staff workloads and working hours to ensure that we continue to provide an effective service without placing undue burdens on staff.	31-Mar-2017		This continues to be an area of concern due to staff turnover and an inability to fill vacant posts across the directorate. There has also been a significant increase in the demands made on staff to deliver the Council's change programme. Workloads continue to be monitored carefully.










Code	Due Date	Status	Annual Report Note
We will consider modern apprenticeships and graduate/trainee recruitment as a means of "growing our own" and supporting our Youth Employment objectives	31-Mar-2017		The directorate has made good progress here with a number of graduate trainees and Modern Apprentice appointed to support the work of services.

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

How we will do this	Due Date	Status	Annual Report Note
We will carry out an evaluation of all activities undertaken at previous elections and implement improvements for forthcoming elections, where appropriate.	31-Mar-2018		Next evaluation due after Scottish Parliament election in May 2016.
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		Next evaluation due after Scottish Parliament election in May 2016.
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-Jun-2016		The Records Management Plan which has been submitted and approved informally by the Keeper. The final version is due to be submitted later in the year.
We will support the major changes required by the Children's Hearing (Scotland) Act 2011.	31-Dec-2016		Children Hearings Scotland has refused to support the request for an Angus Area Support Team. This was reported to the Council on 24 March and further discussions to take place.
We will engage with voters to ensure that they have the information they require to exercise their democratic right to vote at the forthcoming UK Parliamentary, Scottish Parliament and Local Government elections.	31-May-2017		Action transferred to Legal & Democratic Services operational plan.



**Priority: Deliver a resilient IT and communications infrastructure to support the change agenda**

How we will do this	Due Date	Status	Annual Report Note
We will replace the aging Voice Over IP (VOIP) telephony system.	31-Mar-2017		Intention to procure as a service via SWAN value added services. Change of market approach means that the preferred option is for a rented system hosted in the cloud.
We will use data matching tools to create single records for citizens and employees to facilitate integrated service delivery.	31-Mar-2018		Dependent on adoption of MyAccount via the Council's Digital Strategy. Will be considered as part of the project to replace Angus Customer Relationship Management (CRM) with collaborative customer services portal.
We will deliver a customer authentication model to secure transactions made on the website.	31-Mar-2017		Agreed to use MyAccount which is part of the Scottish Digital ecosystem. Will be considered as part of the project to replace Angus with collaborative customer services portal.
We will work with the Angus Digital board to create a council wide digital roadmap and strategy.	30-Apr-2015		The completed Digital Roadmap and Strategy were approved by the Policy & Resources Committee in June 2015. This action is now complete.
We will work with the Cabinet Office and our CLAS consultant to ensure we meet the required PSN standards.	31-Jul-2015		This action is now complete as per mid term report.
We will replace the Council's corporate web filter to allow management controls to be applied corporately and in schools to internet sites.	01-Apr-2015		This action is now complete as per mid term report.
We will maintain the Council's accreditation to the Public sector Network (PSN).	31-Jul-2015		This action is now complete as per mid term report.
We will extend the current Citrix environment.	30-Sep-2015		This action is now complete as per mid term report.
We will deliver unified communications to allow better communication with agile and remote workers.	30-Jun-2015		This action is now complete as per mid term report.


**Risk:**  
**RESRR-0001 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  
 Potential Impact: 4  
 Overall Risk Score: 12  
 Risk Appetite Score: 10






**Mitigating actions:**

Action	Due Date	Status	Annual Report Note
We will ensure that Recovery plans are in place for all core IT systems and are regularly tested to ensure that recovery to BAU can be delivered within agreed recovery time objectives.	31-Mar-2017		Business Continuity Plans continue to be monitored and updated by services as required.

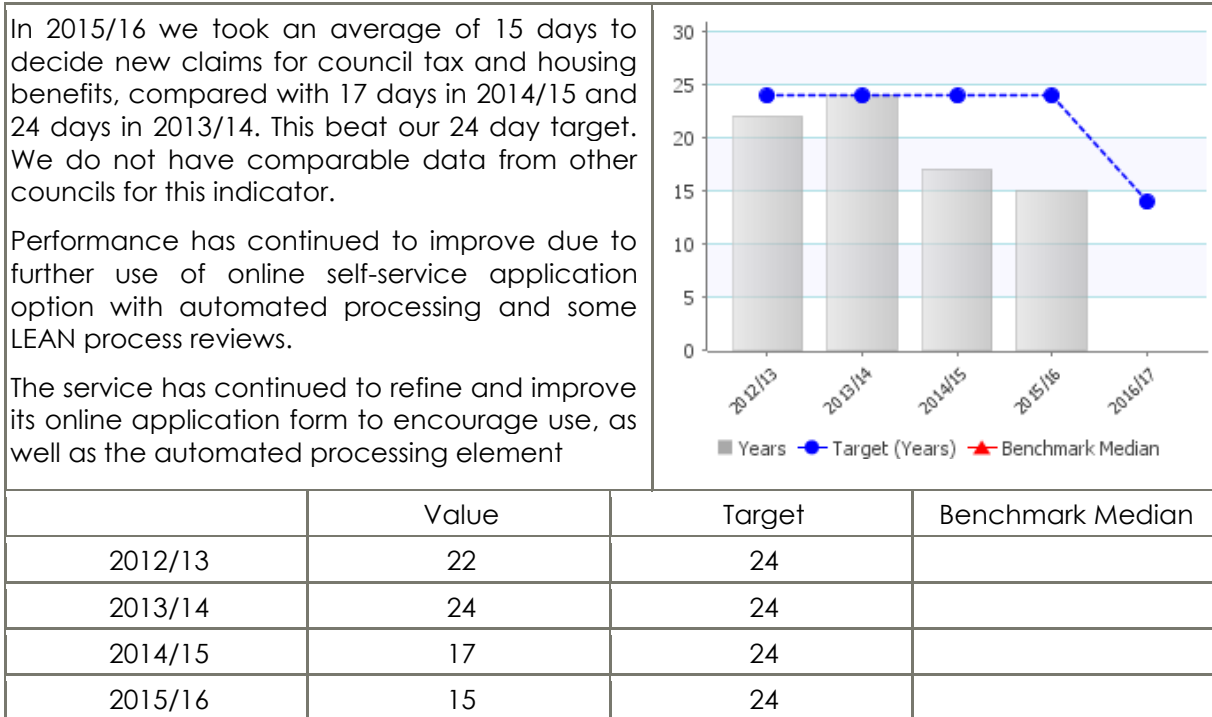
**Priority: Support the work of the Angus Joint Integration Board for Health & Social Care**

How we will do this	Due Date	Status	Annual Report Note
We will participate in local and national working groups established to support the integration process.	31-Mar-2016		Officers continue to be actively engaged in a range of local and national groups. Integration Joint Board established and operational from 1 April. Action is now complete.
We will participate in the Angus Project Board and Tayside Joint Issues Group.	31-Mar-2016		Action combined with above action as per mid term report
We will lead and participate in the Internal Health and Social Care Integration monitoring group.	31-Mar-2016		Action combined with above action as per mid term report

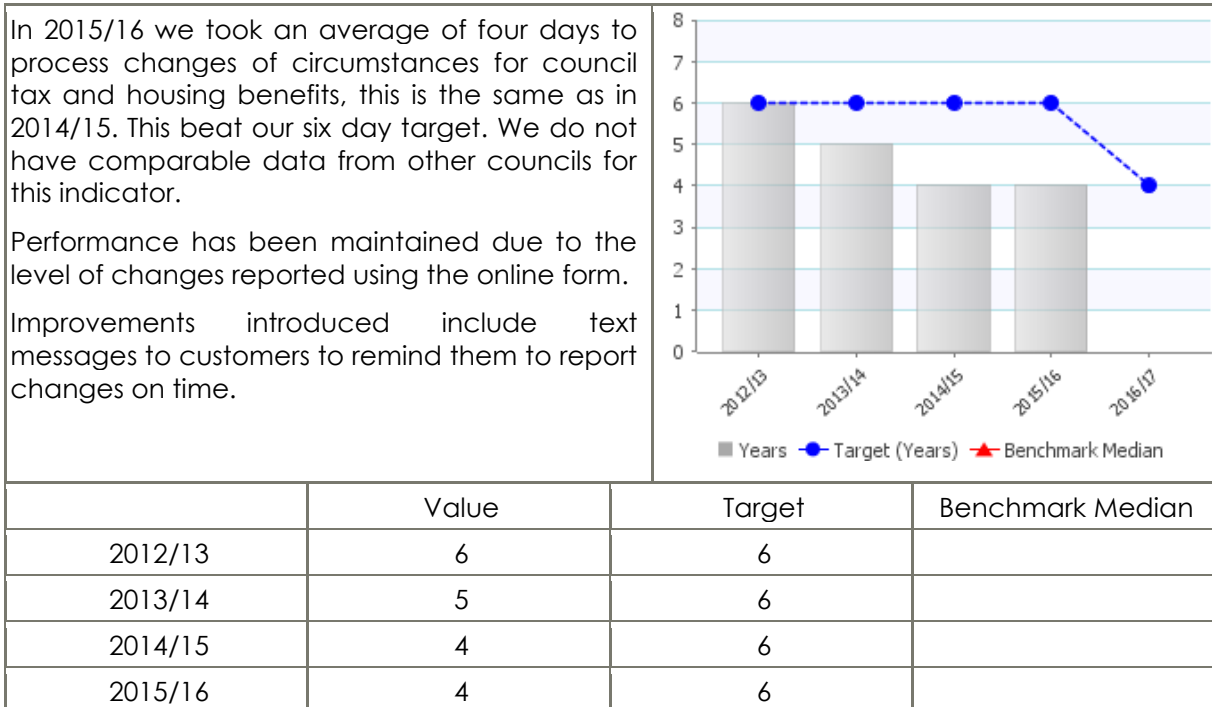
**Priority: Effective management of the impacts of Welfare Reform and other legislative changes**

How we will do this	Due Date	Status	Annual Report Note
We will lead the multi-agency Angus Welfare Reform Group to respond to customer needs and drive improvement.	31-Mar-2017		Work is on-going. Significant progress made in preparing for Universal Credit roll out in Angus in April. Detailed update report submitted to Council in February and member briefing arranged for 8 September 2016
We will manage the Discretionary Housing Payments, Community Care and Crisis Grant funds.	31-Mar-2016		Action complete as per mid term report.
We will support the Council's implementation of its digital skills and financial inclusions strategies.	31-Mar-2016		Action complete - now part of business as usual. Specific requirements of the Council for support to Universal Credit implementation through the Delivery Partnership Agreement including digital access are covered and services put in place.
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		Delivery Partnership Agreement with the Department of Work & Pensions was signed on 24 March 2016. Council has an agreed plan and approach to how it will provide the required local support using funding provided by them. Action now complete.
We will conclude the redesign of the visiting officer service in conjunction with the Communities directorate.	31-Jan-2016		Staff and responsibilities for rent arrears transferred to Revenues at start of Nov 2015. Action now complete.

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



**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)**



### RBA010 Gross Benefit administration cost per case

Cost reduced in 15/16 to £45.27 from £48.32 in 14/15. No Scottish average is available as yet for 15/16 but was £40.14 in 14/15. It is recognised that costs of providing a benefit service in a rural authority are higher. We don't set targets for this indicator.

The improvement is due to reduced staffing and one-off software costs which were incurred in 14/15 that were not in 15/16.

The service participates in Institute of Revenues Rating and Valuation (IRRV) activities and won their Best in Scotland award last year and was also nominated for a UK award. Further improvements were made to online forms and text reminders for claimants to advise of changes to income were introduced



	Value	Target	Benchmark Median
2012/13	£52.66		£40.44
2013/14	£51.92		
2014/15	£48.32		
2015/16	£45.27		



## 4 CONSULTATIONS

There have been no external customer consultation exercises undertaken specifically by the Resources directorate over the past year. However, consultation was undertaken during the recent exercise to develop key service standards for each service. A full suite of Service Standards to ensure that the directorate continues to provide the level of support required on a day to day basis by its customers whilst also helping to deliver major corporate projects is now in place. Development of a structured process for consulting our internal customers on delivery of these standards is now underway.

Some consultation undertaken by the directorate is of a statutory nature e.g. licensing, boundary reviews and these continue as required by statutory timetables.

Employees throughout the directorate are directly involved in a number of Local Government Benchmarking Framework (LGBF) Family Groups. The framework brings together a wide range of information about how all Scottish Councils perform in delivering services to their local communities and the family groups provide an opportunity to review the data gathered and to identify and share good practice.

### Customer Complaints, Comments and Suggestions

Complaints, comments and compliments are recorded on the Council's complaints system which provides data on the type of complaints made by customers about council services.

The following table provides details of the number of customer complaints, comments and suggestions recorded for the Resources directorate in 2015/16:

Description	Corporate Improvement & Finance	Organisational Change	Legal & Democratic Services
Number of complaints received	7	0	0
Number of complaints resolved	7	0	0
Number of complaints referred to the Ombudsman	0	0	0
Number of complaints which remain unresolved as at 31 March 2015	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 15 such complaints referred to the Ombudsman in 2015/16, nine of which were not investigated, two were not upheld, three which were upheld and one which is ongoing. She is also responsible for dealing with all complaints against Councillors referred to the Standards Commission. There were six complaints referred to the Standards Commission during 2015/16, three were not pursued as there were no breach of the Councillors' Code of Conduct, one was upheld and two are ongoing,

## 5 STAFFING

The Resources directorate budgeted staffing numbers for 2015/16 comprised 261 full time and 110 part-time employees, with a full time equivalent (FTE) of 316.3 broken down by service as follows:

Service	Full time	Part-time	FTE	+/- on previous years FTE*
Corporate Improvement & Finance	136	45	154.8	+ 14.3
Legal & Democratic Services	43	44	66.9	- 0.2
Organisational Change	79	21	91.6	+ 6
Transforming Angus	3	0	3	+ 1
Total Resources	261	110	316.3	+ 21.1

Whilst this table shows a net increase in staffing numbers across the directorate this is due to the transfer of responsibilities from other directorates e.g. the transfer of the Welfare Rights team to Corporate Improvement & Finance. In real terms actual staffing numbers have reduced.

### Corporate Improvement & Finance

In accordance with on-going budget reductions the number of FTE staff within the service reduced between 2014/15 and 2015/16, the increase reported in the table is due to the transfer of staff to Corporate Improvement & Finance as explained above.

### Legal & Democratic Services

There has been limited movement in FTE between 2014/15 and 2015/16. In accordance with on-going budget reductions the number of FTE staff within the service is due to reduce further in 2016/17.

### Organisational Change

The IT service recruited two support officers on fixed term contracts and four modern apprentices. All of the staff changes were made within the existing budget provision apart from one of the support officer's post which is being funded on a two year basis by Transforming Angus.

The Organisational Development service recruited a temporary OD facilitator to cover for maternity leave and a part time OD facilitator on a fixed term contract which is being funded for 12 months by the Children & Young People service.

### Transforming Angus

Transforming Angus Resources included in the above table relate to the Service Manager (TA) and the two Programme Leads for the Agile Working and Angus Digital/ Channel Shift programmes. While there are other resources supporting the TA change programme within the Resources directorate, these staff are included in the other services' staffing numbers.

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

Year	Full time	Part-time	Budgeted FTE	Actual FTE
2013/14	238	71	279.9	260.5
2014/15	250	80	295.2	277.1
2015/16	261	110	316.3	299.4

Note: difference in actual and budgeted FTE 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 2015/16 was 3.58% (compared with 3.45% in 2014/15) which remains below the whole council level of 5.29%. This figure of 3.58% can be further broken down to reflect long term and short term absences with 2.62% of total days lost due to long term absence (more than 6 days) and 0.96% 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 7.35 days in 2015/16 which is below the whole council level of 9.4 days.

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

	Short term Absence (1 to 5 days) %	Long term Absence (more than 6 days) %	Total 2015/16 %	+/- on previous year 2014/15 %
Corporate Improvement & Finance	0.86	2.28	3.14	+ 0.1
Legal & Democratic Services	1.08	4.11	5.19	+ 0.21
Organisational Change	1.02	2.06	3.08	+ 0.18

### Corporate Improvement & Finance

Levels of sickness absence have remained consistent with that prevalent in 2014/15 and are better than average sickness levels across the Council as a whole.

### Legal & Democratic Services

Continued long term absences across the service have resulted in the slight increase in the level of sickness absence in 2015/16.

### **Organisational Change**

There have been a number of long term absences in 2015/16 which resulted in a small increase in the 2014/15 level. Employees have now returned to work.

The Resources Leadership Team continues 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.

## 6 SAFETY, HEALTH AND WELLBEING

Directorate level safety, health and wellbeing arrangements (incorporating the Chief Executive's Unit) are 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 six reported incidents of aggression and violence to employees and three reported injuries to employees. No reports required to be submitted to Health & Safety Executive and no days at work were lost due to these incidents.

During 2015/16 Resources directorate employees have undertaken the following health & safety courses to meet identified training needs:

<b>Course Name:</b>	<b>Total Number of Employees Attending:</b>
e-Asbestos Awareness	1
e-Dealing with Aggression and Violence	2
e-Dealing with Stress	2
e-Emergency Awareness	15
e-How we manage first safety - test	1
e-How we manage our workstations	20
e-Induction: Stay Safe & Well at Work	26
e-Personal Stress	3
e-Recognising Stress	1
e-Stress Management	4
First Aid – Duty of Care	1
First Aid (Low Risk)	3
First Aid Refresher	2
Hand Arm Vibration Syndrome Training	4
Manual Handling Instructor/Assessor	2

The Safety, Health & Wellbeing Team also now run awareness sessions on a range of topics for all members of staff across the directorates. These are run on a drop in basis over lunch periods and have proved popular with the staff attending.

## 7 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 is currently based in St Margaret's House due to the renovations taking place in Angus House to transform the building into an agile working space. However, the service still maintains building management responsibilities for Angus House.
- The Revenues & Benefits service is due to relocate to Bruce House, Arbroath on 12 December 2016 at which time Invertay House will become surplus to requirements.
- Some building alterations are due to commence in the Print Unit later in the year to accommodate the services from Invertay and the Election Store. It is intended that Unit 5b will be returned to Economic Development for leasing once the alterations are completed.

## 8 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/initiatives in 2015/16:

- 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.
- 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:



### 2015/16 Directorate Improvement Actions carried forward to 2016/17 Directorate Improvement Plan – update as at 1 August 2016

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




How we will do this	Due Date	Status	Update as at 1 August 2016
We will support the strategic governance of the Transforming Angus programme including the work of the Programme Board.	31-Mar-2018		Governance arrangements are developed and being implemented as programmes and projects are progressed. The TA programme Board is receiving six weekly update reports.
We will lead and support the implementation of the Agile Working Strategy and progress arrangements to create a sustainable property estate.	31-Mar-2018		The Agile Implementation Team is in place and supporting services transition to Agile. Building works are progressing at Angus House and Bruce House. The locality hub brief is being developed and the associated property related matters are being investigated to identify the most suitable disposal route for each surplus building. The locality hub plan will be reported to the P&R committee during Autumn 2016.
We will develop and manage the Transforming Angus programme office to support the Council's change programme.	31-Mar-2018		Funding for additional training has been identified and plans are being developed to progress the next phases of Prince 2, MSP and TA governance training. Benefits realisation training is also being considered.
We will lead and support the procurement and delivery of major projects included in the Council's school estate improvement programme.	31-Mar-2018		Phase 2 of Brechin Community Campus is progressing. Good progress is also being made on the Forfar Community Campus and Arbroath Schools Project (Phase 1)The Children and Learning Committee at its meeting on 17 May 2016 agreed Procurement Authority to progress Arbroath Schools (Phases 2 and 3), including the next steps in consultation/ engagement.





**Priority: Develop our approach to Priority Based Budgeting and Resource Allocation based on outcomes**





How we will do this	Due Date	Status	Update as at 1 August 2016
We will, with support from the Improvement Service, identify pilot initiatives in key areas which can demonstrate how to make budgeting for priorities and outcomes achievable.	31-Mar-2018		Next round of PBB funding bids is now open. Further PBB in Angus to take place later in 2016. On track meantime
We will reflect on the outcomes from the use of Priority Based Budgeting (PBB) in setting the 2016/17 budget and develop/refine our PBB approach for the 2017/18 budget setting.	31-May-2016		Policy & Budget Strategy Group agreed to continue use of PBB for 2017/18 and to apply this approach to capital and special funds. Finance team have discussed how we will do this and first step will be review of existing priorities and principles for verification with PBSG and then Policy & Resources Committee in September.

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

How we will do this	Due Date	Status	Update as at 1 August 2016
We will carry out an evaluation of all activities undertaken at previous elections and implement improvements for forthcoming elections, where appropriate.	31-Mar-2018		Evaluation of Scottish Parliament election and European Union (EU) referendum complete and lessons learned document completed. Actions from this will be fed into planning process for the Scottish Local Government elections in May 2017.
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		Evaluation of Scottish Parliament election and EU referendum complete and lessons learned document completed. Actions from this will be fed into planning process for the Scottish Local Government elections in May 2017.
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-Dec-2017		All policies are now approved and employees have access to them via SharePoint. A draft Records Management Plan has been submitted informally to the Keeper and the Information Governance Improvement Plan will ensure progress as we move electronic records retention.

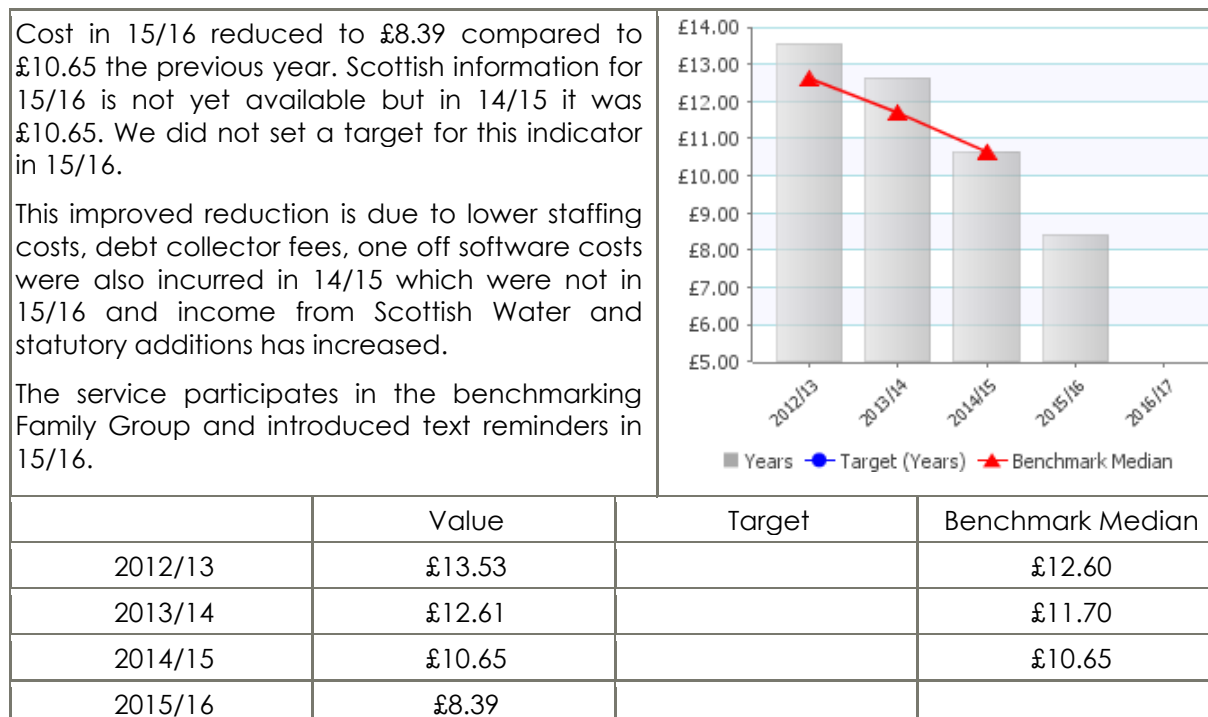
How we will do this	Due Date	Status	Update as at 1 August 2016
We will support the major changes required by the Children's Hearing (Scotland) Act 2011.	31-Dec-2016		The Tayside Area Convener has resigned and a temporary Area Convener has been appointed. Work is ongoing to determine the best way of delivering support to the Area Support Team.
We will support the Local Government Boundary commission for Scotland in their Fifth Statutory Review of Local Government Electoral Arrangements and the Boundary Commission for Scotland in the forthcoming review of Westminster Parliamentary boundaries.	01-May-2017		Final recommendations have been submitted to Scottish Ministers for approval. Once approved polling scheme will required to be reviewed and updated before the publication of the new electoral register in December 2016.

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

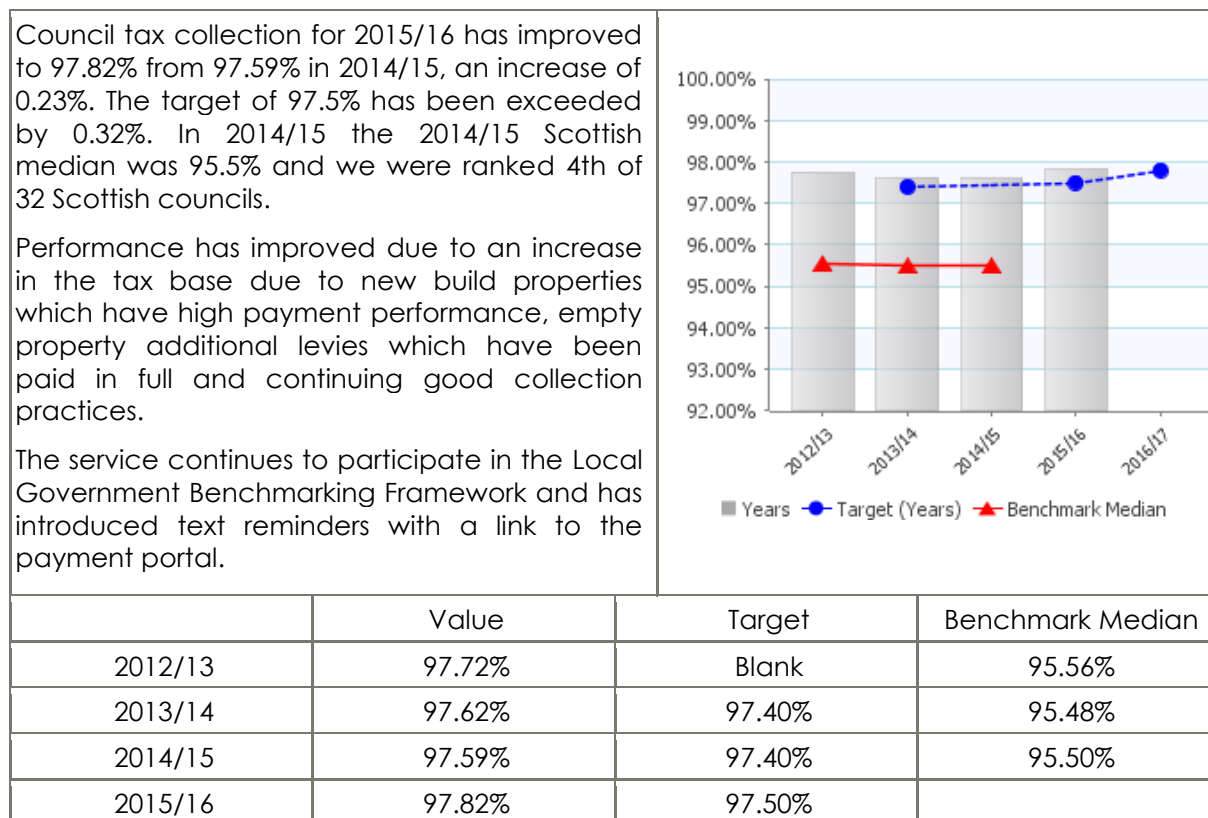
How we will do this	Due Date	Status	Update as at 1 August 2016
We will develop and implement a workforce strategy through associated action plan aligned to the Council's vision and transformational change programme.	31-Mar-2018		Workforce strategy and action plan have been approved, A number of elements are completed or are currently being developed and implemented including workforce profiling & planning, middle managers development and safety, health and well-being initiatives.
We will provide learning and development opportunities that support and build the sustainable capacity of our employees and teams.	31-Mar-2017		Leadership Development for Middle Managers is continuing, three cohorts have now completed and a further two have begun the programme. Cohort 11 of our joint programme for senior leaders from Angus Council and Dundee City Council is completed and Cohort 12 will begin in September 2016. Perth & Kinross Council has now also joined this joint programme.
We will implement an electronic performance appraisal system.	30-Dec-2016		On-going - a number of issues remain in relation to roll-out of the new system and other options are now being considered.
We will lead the implementation of the revised safety management framework.	31-Mar-2018		On-going. New intranet site, guidance, e-learning and training launched.

## Appendix 2:

### Corp4\_RF\_004: Cost of collecting council tax per dwelling (SPI) (LGBF)



### Corp7\_RF\_008: % of income due from council tax for the year excluding reliefs and rebates that was received by the end of the year (SPI) (LGBF)



**Corp8\_RF\_017: % of invoices sampled and paid within 30 days (SPI) (LGBF)**

The percentage of invoices we paid within 30 days increased slightly from 86% in 2014/15 to 87% in 2015/16 but our target of 90% was not achieved.

Having reviewed our operations in the light of the trend against this indicator, the Council considers that its key purchasing systems output and the way it therefore measures its performance on this performance indicator (around correct capturing of the date of receipt of a valid invoice due for payment as opposed to the date of generation of that invoice which can be considerably earlier) is not correctly reflecting the Council's true supplier payment performance.

Resource will need to be identified in due course to support the required systems changes to address this issue. In the meantime, conclusions drawn from this performance indicator should take this factor into account. Until this work is done we will reduce our target to 85% to take account of these data accuracy issues.



	Value	Target	Benchmark Median
2012/13	90.00%	87.00%	90.32%
2013/14	87.00%	90.00%	91.76
2014/15	86.00%	90.00%	92.61
2015/16	87.00%	90.00%	