ANGUS COUNCIL

POLICY & RESOURCES COMMITTEE – 1 DECEMBER 2015

RESOURCES DIRECTORATE MID TERM PERFORMANCE REPORT

REPORT BY MARK ARMSTRONG, STRATEGIC DIRECTOR - RESOURCES

ABSTRACT

This report presents the mid term performance report for the Resources directorate covering the first six months of the 2015/16 financial year.

1.   RECOMMENDATION

It is recommended that the Committee consider the terms of the 2015/16 Resources directorate mid term performance report.

2.   INTRODUCTION

2.1   As an integral part of the Council's performance management arrangements, each directorate prepares a mid term performance report covering the period 1 April to 30 September for submission to their service committee in the November/December committee cycle.

2.2   The reports are designed to give members, employees and the public (who have access to the reports via the Council's website) an update of performance within directorates during the first six months of the financial year.

2.3   Attached to this report is the service performance report for the Resources directorate for the first six months of 2015/16.

3.   RISKS

This report does not require any specific risk issues to be addressed.

4.   FINANCIAL IMPLICATIONS

There are no financial implications associated with the terms of this report.

5.   CONSULTATION

The Chief Executive, Head of Corporate Improvement & Finance and Head of Legal & Democratic Services have been consulted in the preparation of this report.

NOTE: No background papers, as detailed by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to a material extent in preparing the above report.

REPORT AUTHOR: Shona Cameron
EMAIL DETAILS: cameronsd@angus.gov.uk

Resources Directorate

Improvement Plan

Mid-Term Report

30 September 2015

Introductory paragraph from Mark Armstrong, Strategic Director Resources

The mid-term report is a public facing document which demonstrably monitors and records progress against the Resources Directorate Improvement Plan. The Plan includes the key measures by which our improvement priorities will be judged. The Plan links to the Council's objectives and targets. It represents the Resources Directorate's high level strategic plan and encapsulates the activity that will contribute to the achievement of our goals.

The Resources Directorate has made good progress in delivering the actions within its Improvement Plan. The vast majority of the Directorate's activity takes place 'behind the scenes' but is vital in; supporting the Council's operations, enabling our Transforming Angus ambitions and ensuring effective organisational governance. We continue to make good progress on all these fronts.

I particularly highlight the progress that has been made in supporting the implementation of significant change programmes including: Health and Social Care Integration; Angus Alive; Help to Live at Home and Agile Angus. This is in addition to the on-going delivery of the core financial, legal, HR and IT support services that are required to ensure we are a robust and resilient council.

OUTCOMES AND 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
Communities that are Caring and Healthy: ➢ We have improved the health and wellbeing of our people and inequalities are reduced	➢ Integration of Health and Social Care	➢ Support the work of the Angus Joint Integration Board for Health & Social Care ➢ Effective management of the impacts of Welfare Reform and other legislative changes
Managing Our Business:	➢ Transformational Change	➢ Deliver the key strands of the Transforming Angus programme ➢ Develop our approach to Priority Based Budgeting and Resource Allocation based on outcomes ➢ Design and implement sustainable support services that are 'fit for purpose' as the Council changes ➢ Ensure the Council has a high performing, confident workforce ➢ Ensure continued effective governance, financial control and statutory compliance ➢ Deliver a resilient IT and communications infrastructure to support the change agenda

What the service will do:

- ➢ Provide legal, financial, HR, IT & OD advice and support to the work of the Joint Board;
- ➢ Help shape the governance arrangements and interface between the Council and the Joint Board;

  Work across organisational boundaries in Tayside to ensure the effective implementation of Health & Social Care Integration and the delivery of the Joint Board's Strategic Plan.

How we will do this	Progress as at 30 September
We will participate in local and national working groups established to support the integration process.	Officers continue to be actively engaged in a range of local and national groups.
We will participate in the Angus Project Board and Tayside Joint Issues Group.	The Angus Project Board has been disbanded and the Tayside Joint Issues Group reconfigured as the Tayside Collaborative Group. This action has now been combined with the action above for reporting purposes.
We will lead and participate in the internal Health & Social Care Integration monitoring group.	Officers continue to be actively engaged in a range of local and national groups. This action has now been combined with the action above for reporting purposes.

We will measure this by monitoring	Progress as at 30 September
Timely production of the Health & Social Care Integration Scheme and Strategic Plan.	Angus Integration Scheme has been finalised and approved. Strategic Plan is being developed.
Effective recruitment and selection of a Health & Social Care Integration Chief Officer and Chief Financial Officer.	A new Health & Social Care Integration Chief Officer and Chief Financial Officer have now been appointed.
Establishment of effective elected member representation on the Integration Joint Board (IJB).	Elected Members on IJB have been identified. Induction programme is being implemented.
Establishment of appropriate support services for post integration functions.	Framework detailing current support services has been developed. This will be considered by IJB before the end of December 2015.

Priority*:* **Effective management of the impacts of Welfare Reform and other 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 30 September
We will manage the Discretionary Housing Payments (DHP), Community Care and Crisis Grants funds.	DHP expenditure is predicted to be at same level as 2014/15 due to continuing to provide support to cover all "bedroom tax" losses. Crisis and Community Care grant expenditure is being maintained within budget. This action is considered to be "Business as Usual" and has now been marked as complete.
We will support the Council's implementation of its digital skills and financial inclusions strategies.	The Angus Welfare Reform Group (AWRG) has agreed that the Angus Digital Skills Academy (ADSA) be continued for a further year and that funding to make it permanent be sought through the budget process if possible. The financial inclusion strategy was submitted to the Angus Community Planning Partnership meeting in September and is now being implemented. The Strategy includes a number of important actions the delivery of which will be monitored by the AWRG.
We will work with the Department for Work & Pensions (DWP) to implement a local support services framework for Angus citizens affected by welfare reform.	Still awaiting information from DWP on how they see support for Universal Credit working in the Angus area.
We will conclude the redesign of the visiting officer service in conjunction with the Communities Directorate.	Staff appointments and transfers being finalised to allow transfer to the Revenues & Benefits service in November 2015. Procedures, processes being reviewed and training to be undertaken.
We will lead the multi-agency Angus Welfare Reform Group to respond to customer needs and drive improvement.	A Welfare Reform support officer starts work in late October to assist with the detailed work required to transition to Universal Credit (UC). Angus go live date for UC remains April 2016.

We will measure this by monitoring	Progress as at 30 September
Number of applications, approval rates and spend on Discretionary Housing Payments, Community Care and Crisis Grant budgets.	DHP applications 1051 with 1016 approvals and spend totalling £440,642. C Care applications 1168 with 774 approvals and spend totalling £55,102. Crisis applications 531 with 312 approvals and spend totalling £147,717
Progress in delivering the ten recommendations of Angus Council Report No 391/13.	Work is on-going; most actions are now complete or substantially progressed. Full update on Welfare Reform to be reported to P&R Committee in November 2015.
Average number of days to decide new claims for council tax and housing benefits from the date of receipt of the claim (KPI).	15 days – this is an improvement of 2 days on the same period last year.
Average number of days to process changes of circumstances for council tax and housing benefits from the date of receipt of the notification of the change (KPI)	4 days – this is an improvement of 1 day on the same period last year.
Gross benefit administration cost per case (KPI)	This indicator is reported on annual basis via the Directorate Annual Report.

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;
➢ Develop the Transforming Angus programme governance arrangements.

How we will do this	Progress as at 30 September
We will support the strategic governance of the Transforming Angus programme including the work of the Programme Board	The TA Programme Definition Document is in development, including consultation with Council's Management Team (CMT). This is based on the principles contained in Office of Government Commerce (OGC's) Management of Portfolios.
We will lead and support the implementation of the Agile Working Strategy and progress arrangements to create a sustainable property estate.	Agile pathfinders have been progressed and are subject to lessons learnt and follow up actions. Council wide proposals are at an advanced stage of development (including supply and demand matching) and it is intended a report will be taken to the full Council meeting on 10 December 2015.
We will lead the implementation of the Angus Digital change programmes and ensure delivery of a council wide digital roadmap and strategy.	Angus is represented on the national project initiated through the Local Government ICT Board to look at Customer Relationship Management (CRM) system replacement. For web estate the Digital Content Manager post has been evaluated and to be advertised on temporary basis for two years. Development of Angus Alive interim website commenced. For internal systems: The project brief for the redevelopment of the intranet was approved by the Angus Digital Board and agreed to proceed to the next stage of creating a business case. A project initiation meeting was held with the new project manager for Resourcelink and key council officers. Lync is in process of being rolled out to those teams in scope. For information governance the policies and procedures to support the information governance framework have been approved and a project lead has been appointed.

How we will do this	Progress as at 30 September
We will develop and manage the Transforming Angus programme office to support the Council's change programme.	The TA Business Change process and Business Case methodology are now live. A Project and Programme Governance training programme is also in development for delivery to key staff over the next few months.
We will develop and implement policies which support the Transforming Angus programme to facilitate the Council's change programme.	The TA Business Change process and Business Case methodology are now live. The TA Programme Definition Document is in development, including consultation with CMT.
We will support the Dundee and Angus Residual Waste project in partnership with Dundee City Council.	Competitive dialogue sessions still on-going with the shortlisted bidders.
We will support the progression and implementation of the most appropriate model of provision for the delivery Of cultural and leisure services.	The TA Programme Office Project team and TA Board continues to be actively focussed on achieving the 'go-live' date of 1 December 2015, including completion of the relevant sections of the final business case and contract documents.
We will lead and support the procurement and delivery of major projects included in the Council's school estate improvement programme.	Good progress being made on the sites at Brechin, Forfar and Arbroath in accordance with final delivery programmes.
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.	Works are progressing on site and governance arrangements include an executive board, including Service Manager, Regulatory and Protective Services who is Angus Council's representative.
We will support the examination of options in relation to the provision of waste collection and grounds maintenance services.	Work on this has recently commenced.
We will support the progression and implementation of the most appropriate model of provision for 'Help to Live at Home' services.	Planning the implementation has been completed and two projects have now been initiated relating to (i) improving internal efficiencies; and (ii) improving the external market capability.
We will support the project management arrangements for service reviews where required.	Service reviews are now included as the part of the TA Business Change Process.
We will support the progression and implementation of providing improvements to passenger transport (including green fleet).	The implementation of the integrated transport team is progressing.

How we will do this	Progress as at 30 September
We will examine opportunities for income, investment and growth, to generate new revenue streams for the Council.	Not yet commenced.
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.	Partnership working with the Council's strategic partner continues to progress positively, including examination of opportunities to embed transformational change within the Council through liaison with Organisational Development and TA colleagues. There have been changes to the lead EY officers working with Angus Council but this risk has been managed via the TA Programme Office and TA Board.
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.	Key Stakeholder engagement exercise drawing to a conclusion, being reported to Shadow Project Board then Project Board and Project Team to be formed to take forward the review programme/projects. Impact on project timescales to be assessed after approval of transformation map/work plans but is likely to be nil overall.
We will lead the Channel Shift Programme Board under Transforming Angus and deliver the agreed projects and priorities within the agreed timescales set by the Board and agreed by the TA Board.	The first meeting of the channel shift board was held on 9 September 2015. Implementation plan will be developed following the engagement exercise with services as recommended in Internal Report on Online Services. The priorities for the Channel Shift Programme will be determined following that engagement activity.

We will measure this by monitoring	Progress as at 30 September
Identification of benefits realised from the entire Transforming Angus change programme (i.e. improved outcomes across full programme)	Benefits realisation is included in the TA Business Change process which is now live. A holistic overview is being developed to present benefits realisation across the portfolio derived from the programme and project benefits realisation plans.
Identification of benefits realised from specific projects (i.e. improved outputs from individual projects);	Benefits realisation plans are being developed for each programme and project.
Number of council projects (those who have a project initiation document or similar) being developed by the Transforming Angus Programme Office in a controlled programme/project delivery environment and adopting best practice	No data available at this point. Anticipate information being available once TA Business Change process is implemented.
Feedback from services in relation to Transforming Angus programme governance arrangements and identification of areas for development/improvement from lessons learnt	Culture & Leisure Trust lessons learnt information available from initial OBC stage. No formal feedback from services sought in relation to TA programme at this stage. Lessons learnt are being captured from the services involved in the Agile pathfinder projects at Bruce House and Angus House.

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

What the service will do:

➢ Assist services across the Council and Community Planning Partnership to identify and agree longer term expenditure shifts to maximise outcomes with an emphasis on prevention.

How we will do this	Progress as at 30 September
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.	The Joint resourcing Arbroath Pilot project continues. Also undertaking Participatory Budgeting pilot project in Brechin using funding from Scottish Government.
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.	This action has now been superseded by the action below.
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.	Stage 1 of new PBB process is now complete. Stage 2 is underway and all-Council Budget Meeting to consider the draft budget package is set for 26 November 2015.

We will measure this by monitoring	Progress as at 30 September
Development and implementation of Priority Based Budgeting across the Council	Priority Based Budgeting (PBB) implemented for 2016/17 budget setting process. This process will continue to be refined.
Development and implementation of resource collaboration across the Community Planning Partnership	Ongoing – led by Community Planning Resources Group. Work also ongoing on a participatory budgeting project in Brechin.
The outcomes and lessons learnt from the pilot work with the Improvement Service on outcome planning and collaborative resourcing	Work is ongoing with the Arbroath pilot but it is too early to identify lessons learned.

What the service will do:

➢ Continuously review and improve services;
➢ Ensure Angus Council has an efficient approach to the collection of income from our customers and pursuit of debts outstanding
➢ 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;
➢ Implement, in full, all agreed 2014/17 budget savings for the Resources Directorate.

Table to follow with 2 columns. First row has headings with 15 rows to follow

How we will do this	Progress as at 30 September
We will provide the policy framework to allow Angus Council to improve the sustainability of its procurement activities.	Procurement Sounding Board MOG at meeting on 10/08/15 agreed: (i) to note a progress update including the 'proposed next-steps' and indicative action plan; (ii) to consider the approach being taken of specifying sustainability via procurement as pioneering in nature (for Angus Council) and therefore to treat progress work already done as Step 1 in what is an iterative process towards the development of an Angus Sustainability Action Plan, which will demonstrate progress against the Flexible Framework Tool; (iii) that the Head of Corporate Improvement and Finance will bring back a report to a later meeting of the Board by December 2015 which sets out the further steps and timescale required to embed the sustainability test into Angus Council procurement for the key opportunity areas of construction, food/ catering and transport with the Council's Corporate Procurement Improvement Plan (2015/2017) being updated accordingly. The due date has been amended to 31 December 2017 to reflect this.
We will deliver existing budget saving decisions over the period 2014/17.	All savings previously agreed are on track for delivery or where necessary alternative savings identified.
We will complete Phase 1 of our strategic review of procurement.	This action has been superseded by the action "We will lead on and manage the Transforming Angus (TA)Procurement Review project in respect of the structure of and

How we will do this	Progress as at 30 September
	process for: (a) the Council's strategic procurement; and (b) the Council's purchase-to-payment ("P2P") process."
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.	This action has been superseded by the action "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."
We will define clear roles, responsibilities and accountabilities between services and corporate support.	Consultation with Services on draft service standards is underway for all areas of the Resources Directorate. The due date has been amended to 31 March 2016 to allow this consultation to be completed.
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.	This action has been superseded by the 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.
We will implement new approaches for taking payments from customers including our approach to cash payments.	This action has been superseded by the 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.
We will undertake a corporate self assessment for the Council to identify areas for improvement.	Corporate self-evaluation survey and workshop completed June 2015. Areas for improvement and associated actions have been identified and will be presented to CMT in December '15.
We will roll out self-assessment across all directorates as part or our continuous improvement strategy.	Self-evaluation workshops have commenced. Dates to be agreed with Resources directorate to complete self-evaluation workshops by end March 2016. The due date has been amended to 31 March 2016 to reflect this.

How we will do this	Progress as at 30 September
We will implement a Council Tax text reminder and payment by smartphone system.	Missed original target date due to delays in the supplier, Yakara, receiving specification to enable an interface to be written to the Council cash receipting system supplied by Capita. Interface now written and tested with live reminders to be issued at start of November. The due date has been amended to 30 November 2015 to reflect this.
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.	This review has been subsumed into an overall review of organisational design and pay and grading structure now agreed as a Tier 1 review in the budget savings process. Actioned now marked as cancelled.
We will complete a review of the Council's print and copy services including the re-negotiation of the current MFD contract.	Report currently being finalised and will be submitted to next meeting of the CMT.
We will carry out a review of Democratic Services to align the service with the Council's new Committee structure.	The review is on target for being completed no later than 31 December 2015.
We will ensure an integrated approach to organisational change through the single HR, IT and Organisational Development service.	Work of the Organisational Change (OC) Management Team is on-going. Also established Let's Connect forum for employees of OC to come together to share information and continue development of single service approach.
We will lead on the development of the functionality of the Council's Resourcelink system.	A revised project plan is in place and work is on-going.

We will measure this by monitoring	Progress as at 30 September
Progress with the development and implementation of the Income Strategy	Income Strategy now part of Channel Shift Programme. 2 elements under way – (i) transfer of rent collection to Revenues and Benefits (on track for December completion) and (ii) payments via ACCESS Offices approved in principle by elected members.

We will measure this by monitoring	Progress as at 30 September
Proportion of outstanding sundry debt that is more than 90 days old from date of invoice as at 31 March (KPI)	This indicator is reported on annual basis via the Directorate Annual Report.
Total procurement savings achieved year on year, including both cash and non-cash (KPI).	This is an annual Key Performance Indicator so mid-term results for 2015/16 are not available.
Total transactions that are e-transactions(through an e-procurement system) (KPI)	This is an annual Key Performance Indicator so mid-term results for 2015/16 are not available.
Levels and changes in customer satisfaction of corporate support function	This is reported as part of the annual performance report.
Central support services (external to services) as a proportion of Council running costs (LGBF)	This indicator is reported on annual basis via the Directorate Annual Report.
Cost of Democratic Core per 1,000 population (LGBF)	This indicator is reported on annual basis via the Directorate Annual Report.
Delivery of agreed budget savings of £0.814 million for the Resources Directorate over 2015/16 to 2016/17.	2015/16 monitoring projections suggest savings will be achieved for that year. No major concerns on achievement of 2016/17 savings at this stage for the Resources Directorate.

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**

Risk Action	Progress as at 30 September
We will regularly review budget savings to ensure that alternative savings proposals are available in case planned budget savings cannot be delivered in full	This action was completed as per annual report update. Risk Register review completed October 2015 – mitigating actions updated/new mitigating actions in place.
We will update the Medium Term Financial Strategy in order to review the extent of the funding gap which the Council requires to address	This action was completed as per annual report update. Risk Register review completed October 2015 – mitigating actions updated/new mitigating actions in place.
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	This action was completed as per annual report update Risk Register review completed October 2015 – mitigating actions updated/new mitigating actions in place.

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 adaptability and resilience;
➢ Develop a culture of high performance and improvement
➢ Improve health, safety and well-being management arrangements across the Council

How we will do this	Progress as at 30 September
We will develop and implement a workforce strategy through associated action plans aligned to the Council's vision and transformational change programme.	The Workforce Strategy was agreed by Policy and Resources Committee on 1 Sep and will be implemented over period 2015 – 2018.
We will ensure that we have and implement people management policies which support the Transforming Angus programme.	Agile policies required further consultation however will be submitted to Policy & Resources Committee for approval on 1 December 2015.
We will provide learning and development opportunities that support and build the sustainable capacity of our employees and teams.	This is an on-going programme of work. Leadership development for Middle Managers is now well underway, there are two cohorts currently undertaking the programme and a further cohort due to start in November 2015. Leadership development for senior managers continues with Cohort 11 commencing in November 2015 with leaders from Angus and Dundee City Council participating.
We will build our coaching capacity and capabilities.	This is an on-going programme of courses and workshops to develop skills to have coaching conversations and to provide 1-1 coaching to support the development of our workforce.
We will lead the implementation of the revised safety management framework.	Development work continues; milestone achievements to be highlighted by March 2016.
We will involve and engage our employees and trade unions.	Trade union liaison meetings take place quarterly. We have engaged with employees in a number of ways over the past year including IiP interviews, the corporate self-assessment process and the Employee Attitude Survey – key actions from

How we will do this	Progress as at 30 September
	these will be implemented over the coming months. Services continue to have their own arrangements in place to engage with employees at a service level.
We will develop new staff competency frameworks to suit the Council's vision and transformational change programme.	**This action is now complete.**
We will undertake a Council wide Employee Attitude Survey	Engagement activity on-going. Employee engagement workshops are underway with concluding survey in December 2015.
We will ensure appropriate Directorate safety, health and wellbeing arrangements are in place.	Support being given to produce all levels of arrangements for Angus Alive at the moment. Continuing support being given to developing operational arrangements.
We will implement an electronic performance appraisal system	Electronic appraisal is part of the Resourcelink system. A revised plan is being developed that will allow this work to progress.

We will measure this by monitoring	Progress as at 30 September
Qualitative methods including implementation of actions from IiP reviews, employee surveys and exit interviews to assess our performance and will develop further robust tools for this purpose	Information from IiP, Corporate Self-Assessment and Employee Attitude survey plus feedback from Leadership Forum has identified a number of actions to be implemented over the next year or so.
Results of the Employee Attitude Survey	Engagement activity on-going. Initial survey completed - employee groups now considering the results and recommending actions.
Sickness absence (Resources)% (KPI)	During the first half of this year, the sickness absence rate per available working days was 3.76% which shows an increase of 1.13% when compared with same period last year.
Sickness absence days lost per employee (Resources)(KPI)	Sickness Absence days lost per employee stands at 1.94 days for the first half of this year. This shows a slight increase of 0.56 days when compared with the same period last year.

We will measure this by monitoring	Progress as at 30 September
Employee Turnover Rate (Resources) (KPI);	Indicator no longer reported as per annual report update.
Sickness absence days lost per employee (all non teaching employees)(%)(KPI)	The 1st half year data shows that the days lost per employee, across all non-teaching employees, was 2.26 days. This is a slight decrease of 0.05 days when compared with the same period last year.
Average number of working days per employee lost through sickness absence for all other local government employees (SPI)	Average number of working days per employs lost through sickness absence for all other local government employees was 2.29 days for the first half of this year. This figure was not reported last year so no comparison is available.
% of the highest paid 5% of earners among council employees that are women (SPI) (LGBF)	Half yearly figure 48.40% - this shows an increase on the 2014/15 figure of 45.64% and exceeds target of 41%. These figures do not include teaching staff.

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**

Risk Action	Progress as at 30 September
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	Risk Register review completed October 2015 – mitigating actions updated/new mitigating actions in place.
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	This is on-going across the directorate and the turnover and staff advancement which has occurred in the last 12 months has created a good environment for staff development. We continue to identify

Risk Action	Progress as at 30 September
	areas of personal development and are also supporting several members of staff with formal training and qualifications. This is particularly significant where services have been reviewed and staff require new and increased skills to carry out their roles.
We will improve dialogue and engagement with trade unions	A corporate framework for engagement with unions has been developed. This includes the Strategic Director and Head of HR, IT & OD meeting quarterly with trade unions. This allows early discussion in relation to policy development, organisational reviews, legislative changes etc. Early discussion in relation to budget proposals which may affect employees is a focus if meetings with the Executive Management Team which take place at appropriate times throughout the year.

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

What the service will do:

➢ Ensure good systems of governance are in place and being adhered to;
➢ Ensure statutory compliance with any new/amended legislation;
➢ Support all services of the Council to deliver existing agreed budget savings to ensure that a balanced budget can be set for each financial year and identify further savings into future years;
➢ Deliver accurate election results in which all stakeholders have confidence.

How we will do this	Progress as at 30 September
We will carry out an evaluation of all activities undertaken at previous elections and implement improvements for forthcoming elections, where appropriate.	Next evaluation due after Scottish Parliament elections 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	Next scheduled update due after Scottish Parliament elections due to be held in May 2016.
We will, where appropriate, support directorates in undertaking and implementing reviews to deliver savings proposals.	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 and will be addressed through separate work-streams / actions. **This action is now complete.**
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.	Several policies have now been approved by the IG Steering Group to support the IG Framework and now in the process of being implemented by directorates. A project lead has now been appointed to help drive this project forward and they will take up post in early November.
We will support the major changes required by the Children's Hearing (Scotland) Act 2011.	A request has been made to Children's' Hearing Scotland for a "stand-alone" Angus Support team. Currently awaiting a formal response.
We will engage with voters to ensure that they have the information they require to	Next scheduled update due after Scottish

How we will do this	Progress as at 30 September
exercise their democratic right to vote at the forthcoming UK Parliamentary, Scottish Parliament and Local Government elections.	Parliament elections due to be held in May 2016.
We will support the Local Government Boundary Commission for Scotland in their Fifth Statutory Review of Local Government Electoral Arrangements	Closing date for public consultation 22 October 2015.

We will measure this by monitoring	Progress as at 30 September
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. All actions are on target for completion by due dates.
Delivery of agreed budget savings for the People and Communities Directorates and Chief Executive's unit over 2015/16 to 2016/17	2015/16 monitoring projections suggest savings will be achieved for that year. Achievement of 2016/17 savings to be reviewed as part of budget setting but some areas of risk have emerged.
Progress with identifying further budget savings options of £11 million, across the Council to close the funding gap up to 2017/18	Options to bridge estimated funding gap to 2017/18 have been identified for discussion through the 2016/17 budget process but there remains a need to identify further savings for the years beyond 2017/18.
Results of the Electoral Commission's Returning Officer and Electoral Registration Officer Key Performance Indicators	Returns completed and returned for the UK Parliamentary Election as per timescales set by the Electoral Commission. All performance standards met or exceeded.
Post-election evaluation exercises	Evaluation of UK Parliamentary Election completed and actions fed into project plans for Scottish Parliament Elections due to be held in May 2016.
Feedback from the RRO, candidates, agents, voters, stakeholders, staff and organisations with an interest in the voting process including disability organisations	All feedback from UK Parliamentary Election assessed by the Returning Officer and his team and actions fed into project planning for future electoral events.

What the service will do:

➢ Drive technological improvement to support the agile and digital agendas.

How we will do this	Progress as at 30 September
We will work with the Angus Digital board to develop programme plans for the delivery of the digital roadmap and strategy.	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 continue to meet the required PSN standards.	**This action is now complete.**
We will replace the aging Voice Over IP (VOIP) telephony system.	Deferred to allow delivery of Skype for business. Telephony scope has changed as a result.
We will replace the Council's corporate web filter to allow management controls to be applied corporately and in schools to internet sites;	Filtering requirements reviewed and new Smoothwall contract in place. **This action is now complete.**
We will maintain the Council's accreditation to the Public sector Network (PSN).	**This action is now complete.**
We will extend the current Citrix environment.	**This action is now complete.**
We will deliver unified communications to allow better communication with agile and remote workers.	**This action is now complete.**
We will use data matching tools to create single records for citizens and employees to facilitate integrated service delivery.	Linked to channel shift and customer service programme. Delivery will be aligned to programme requirements.
We will deliver a customer authentication model to secure transactions made on the website.	Linked to channel shift and customer service programme. Delivery will be aligned to programme requirements.

We will measure this by monitoring	Progress as at 30 September
Delivery of the agreed Angus Digital priorities	Links to digital, agile and channel shift board programmes. All priority actions are monitored and progress reported to these boards. Formal exception reporting is in place.
The receipt of PSN accreditation for the organisation	Complete, certificate received

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**

Risk Action	Progress as at 30 September
We will ensure Business Continuity Plans are in place for all key systems and tested annually as IT systems/capability remains a critical component of recovery to Business as Usual (BAU)	This action was completed as per annual report update Risk Register review completed October 2015 – mitigating actions updated/new mitigating actions in place.

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 30 September
The cost of collecting council tax per dwelling (SPI) (LGBF)	This indicator is reported on annual basis via the Directorate Annual Report.
The % of invoices sampled and paid within 30 days (SPI)	Of 100% Sampled, 86.4% were paid within 30 Days. This represents a slight increase in performance of 1.2% when compared to the same period last year.
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)	This indicator is reported on annual basis via the Directorate Annual Report.