

ANGUS COUNCIL

POLICY AND RESOURCES COMMITTEE – 2 SEPTEMBER 2014  
SCRUTINY AND AUDIT COMMITTEE – 30 SEPTEMBER 2014

RESOURCES DIRECTORATE ANNUAL PERFORMANCE REPORT 2013/14

REPORT BY STRATEGIC DIRECTOR - RESOURCES

**ABSTRACT**

This report advises of the production of the 2013/14 Annual Performance Report for the Resources directorate. A copy of the report is attached.

**1. RECOMMENDATION**

The Committee consider the terms of the Resources directorate annual performance report 2013/14.

**2. INTRODUCTION**

2.1 As an integral part of the Council's performance management arrangements, each directorate is required to prepare an annual report for submission to their service committee in the first committee cycle following the summer recess.

2.2 The reports are designed to give members, employees and the public (who will have access to the reports via the Council's website) an at a glance picture of performance within the directorate during the previous financial year.

2.3 They follow a standard format to ensure consistency of approach across the Council.

2.4 The reports will also be considered by the Scrutiny and Audit Sub Committee at its meeting on 7 October 2014.

2.5 Attached to this report is the annual performance report for the Resources directorate for 2013/14.

**2.6 ACTIONS NOT COMPLETED AS AT 31 MARCH 2014**

In regard to the appendix relating to Section 2 of the report, the following updates members on those directorate improvement actions which were due to be completed during 2013/14 but which remain uncompleted as at 31 March 2014.

2.7 **RES\_001: We will improve the Council's asset management planning processes (IT; Property).**

An Agile Working/Accommodation Programme Board will be established. There has been discussion with Property and Social Work colleagues (including Team Leaders) to consider how best to utilise available space at Bruce House. Property colleagues have also completed a review of all accommodation. This will inform the Board in the development of strategy/policy for Council as a whole which will be completed in December 2014.

2.8 **RES\_004: We will redevelop the Council website.**

Good progress has been made with Phase 1 which is on schedule to go live in August 2014. Plans for Phase 2 and subsequent phases are being further refined. A Web Estate Project Board and team will be established to ensure a strategic approach to the future redevelopment of the whole Council web estate.

2.9 **RES\_CIF004: We will implement the new liP assessment process.**

liP internal reviews have now been completed for the Resources directorate and the Chief Executive's Unit. The People directorate internal review will be carried out October/November 2014.

2.10 **RES\_CIF010: We will review the charity accounts with a view to rationalising the current number.**

This significant piece of work is substantially complete. All applications to transfer funds from the Office of the Scottish Charity Regulator (OSCR) registered trusts to the new single Angus Council charity have now been approved by them. The transfer of funds has been actioned with effect from 1 July 2014. In respect of the non-OSCR registered trusts, the necessary Trustee legal resolution to transfer funds was achieved by the approval of the report to Council on 13 February 2014 (Report 90/14 refers). The advertising of the intention to transfer the funds of these Trusts and notification of same to the Lord Advocate were thereafter carried out within the prescribed legal timescales. The period for public objection has expired with no objections received. The Lord Advocate has acknowledged receipt of the notification and has now confirmed they have no objections. The final part of this project is to call the first meeting of the Trustees of the new Angus Council Charitable Trust (all 29 Angus Councillors) to agree the detailed governance/administrative arrangements for the new charity. It is hoped this first meeting will take place in September 2014.

2.11 **RES\_CIF014: We will provide the policy framework to allow Angus Council to improve the sustainability of its procurement activities.**

This work has commenced with the support of Legal and Democratic Services and was planned to be reported to the Procurement Sounding Board by the summer of 2014. However, progression of this work stream has slipped due to other strategic priorities advised to the Corporate Procurement team, notably support of local economic impact "Buying Local", equalities in procurement, community benefits in procurement and strategic procurement initiatives.

It is therefore proposed to defer the completion date for this action to 31 December 2014. This constitutes a deferral of the current completion date but has regard to achievement of the Sounding Board's and Council's other priorities for action.

2.12 **RES\_LDS003: We will provide legal advice and support to the Brechin Community Campus Project Team.**

Legal advice and support has been provided and legal documentation has been drafted to allow construction to commence on site.

2.13 **RES\_LDS008: We will implement the recommendations for the review of conditions applied to taxi/private hire car licences and taxi/private hire car drivers licences.**

The final report will be submitted to the Civic Licensing Committee on 18 September 2014.

2.14 **RES\_LDS011: We will provide legal advice and support to the Forfar Community campus Project Team.**

Legal advice and support has been provided and the design build finance and management contract with hubco is nearing completion and construction is scheduled to start on site in the autumn.

2.15 **RES\_OC001: We will introduce a work at height policy.**

Work on this policy was deferred (although interim guidance was issued January 2014) to allow completion of the overarching managing safety framework, this issue will now be addressed as part of the hazard specific guidance.

2.16 **RES\_OC003: We will review/develop personnel policies to support agile working.**

The Council's Agile and Mobile strategy is being developed within the Transforming Angus change programme and is planned to be considered at Committee early in 2015. The Head of HR, IT and OD will lead on the review and development of personnel policies when they are in post. 0.5 FTE of Senior Personnel Advisor has been allocated to support this work

2.17 **RES\_OC004: We will lead the development of the personnel functionality of Resourcelink.**

Work continues to be progressed in particular areas, with the imminent roll out to a pilot group of new functionality for personal detail changes, which will be closely followed by the introduction of online car mileage expenses. Considerable progress has been made in the development of the training module with a view to 'going live' with increased functionality in the near future. Progress continues to be made to related process redesign and preparation of change documents. Progress has however, been hampered by a number of factors including technical system problems, functionality issues, internal and software supplier availability, and this in turn has affected the timescales for completion. Due date amended to 31 March 2015 to reflect this.

2.18 **RES\_OC006: We will develop our IT infrastructure to assist in the move towards a more agile workforce by:**

2.19 **RES\_OC006.3: Consolidated Storage Infrastructure**

The Storage Area Network (SAN) IS being split to accommodate requirements of the Public Sector Network (PSN) for curricular users.

2.20 **RES\_OC006.7: Software Applications Transition/Replacement**

Work is being progressed in partnership with front line services. Expected completion December 2014

2.21 **RES\_OC006.8: Information/Data Matching**

Work being aligned to national development of citizen account for digital services.

2.22 **RES\_OC009: We will implement an improvement methodology for use within teams**

A draft corporate Continuous Improvement strategy paper has been produced and this is currently being consulted upon with the Council Management Team (CMT) and directorate management teams.

2.23 **RES\_OC010: We will further develop workforce planning arrangements.**

Work is progressing. The initial collation of workforce data to assist identification of key areas is underway. Internal Audit have undertaken a piece of consultancy work to support the development of the Council's workforce strategy.

2.24 **RES\_OC011: We will review the management competency framework.**

The review of the Management Competency Framework is ongoing. Action due date has been revised to December 2014.

2.25 **RES\_OC012: We will implement an electronic performance appraisal system.**

This work is progressing with Northgate but is taking longer than anticipated. Action due date has been revised to February 2015.

**3. FINANCIAL IMPLICATIONS**

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

**4. HUMAN RIGHTS IMPLICATIONS**

There are no human rights implications associated with this report.

**5. EQUALITIES IMPLICATIONS**

The issues dealt with in this report have been the subject of consideration from an equalities perspective. An equalities impact assessment is not required.

**MARK ARMSTRONG**  
**STRATEGIC DIRECTOR - RESOURCES**

**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 any material extent in preparing the above report.

**REPORT AUTHOR:** Shona Cameron, Elections & Business Support Manager  
**EMAIL DETAILS:** [cameronsd@angus.gov.uk](mailto:cameronsd@angus.gov.uk)

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# **Resources Directorate Annual Performance Report**

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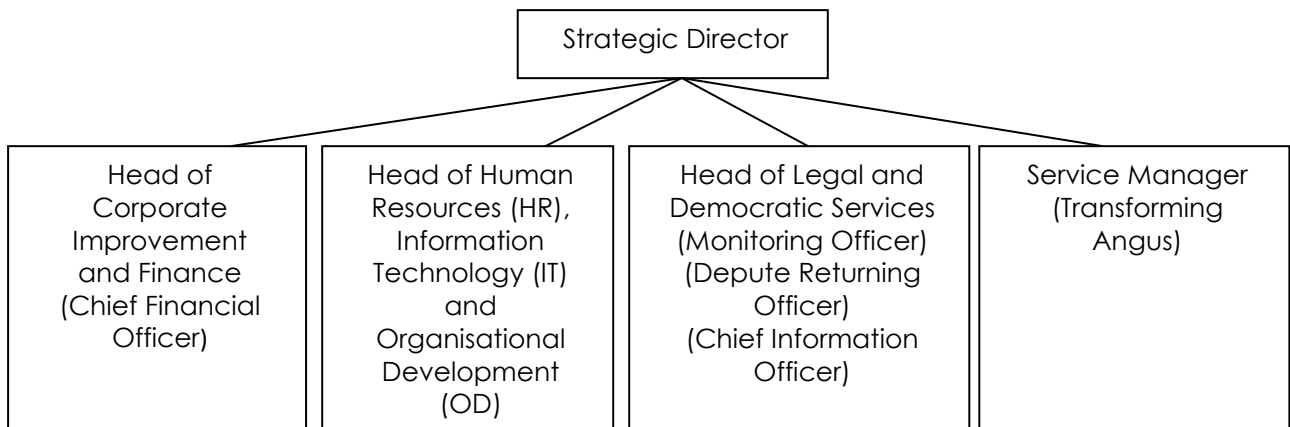
**Appendices:**

- [Appendix 1](#) - Service Improvement Actions 2013/14
- [Appendix 2](#) - Key Performance Indicators (KPI's) 2013/14

## 1. SERVICE PROFILE

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

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



### Corporate Improvement and Finance

Revenues and Benefits:

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

Financial Services:

- Financial Services
- Treasury Management
- Corporate Procurement
- Co-ordination of final accounts, budget preparation and monitoring
- Administration of sales and purchase ledgers

Corporate Improvement:

- Corporate Planning, Improvement & Self Assessment
- Investors in People
- Corporate Equalities

### Organisational Change

HR:

- Personnel and Employee relations
- Staffing and Payroll services
- Health and Safety

IT:

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

OD:

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

### **Legal and Democratic Services**

Legal Services:

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

Democratic Services:

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

Elections and Business Support:

- Election Management
- Boundary Reviews
- Information Governance
- Business Support
- Angus House facilities support
- Performance Management
- Print & Design Unit

### **Transforming Angus:**

- 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



## 2. MAJOR 2013/14 ACHIEVEMENTS

The Resources directorate is focused on supporting the council in the delivery of its outcomes and priorities. The directorate has worked hard to provide high quality professional support and over the past year has contributed to the delivery of many key priorities including:

- Full and successful Implementation of the arrangements for the new Scottish Welfare Fund (a new legislative responsibility) from 1 April 2013 which supported hundreds of vulnerable people and families across Angus;
- Successful transfer of administration of Discretionary Housing Payments (DHP) to the Revenues and Benefits service from Welfare Rights in a year which saw more than a 300% increase in DHP payments due to the spare room subsidy/"bedroom tax";
- Full and successful implementation of the new Council Tax Reduction scheme (to replace Council Tax Benefit) with no reduction in the service or support offered for Angus citizens;
- Administration of Educational Maintenance Allowances successfully transferred to the Revenues & Benefits service to improve service offered to customers (joined up application process);
- Co-ordination and preparation of the Council Plan 2014-2017 and support to each Directorate on the preparation of their Directorate Plan;
- Co-ordination and support for services in performance reporting enabling Angus Council to be the best council in Scotland in public performance reporting;
- Co-ordination and delivery of the Council's first ever 3 year budget savings package;
- Successful delivery of a very detailed and widely available budget consultation exercise (SIMALTO) to provide additional information on the public's views about Council priorities and budget savings;
- Full recast of the Council's budgets to reflect the new management structure thus allowing our sound financial governance arrangements to be maintained;
- Successful closure and publication of the Council's Annual Accounts within statutory timescales and with an unqualified audit certificate;
- Deployment of a new Income Management system for the Council, removing many manual and time consuming processes and improving efficiency;
- Achievement for the Council overall of the "improved performance" standard in the nationally set Procurement Capability Assessment (PCA);
- Completed a comprehensive review of the Council's Standing Orders/Order of Reference of Committees/Scheme of Delegation to Officers which now reflects the new committee and management structures;
- Provision of legal advice to major capital projects such as the Forfar and Brechin Community Campus Projects. Construction work has commenced on the Brechin Campus and Forfar is scheduled to commence in September.
- Provision of legal advice in respect of the Brechin Flood Prevention Scheme and the Flood Prevention Order has been confirmed by Scottish Ministers;
- Provided support to the Housing service in delivery of its new build affordable housing programme and the Survive and Thrive Initiative. We have also completed sales of the Council's first shared equity home ownership properties;

- Leading Officer on the Scrutiny Panel on Road Network Maintenance and Repair;
- Delivery of contract documentation for Self Directed Support leading to successful contract award;
- Lead legal adviser on the Dundee/Angus Residual Waste Project;
- Represented the Council in a 27 day Fatal Accident Enquiry in Arbroath Sheriff Court in respect of a death at an unlicensed caravan site;
- Successfully defended the Social Work department in a 32 day proof in respect of an action to remove them as Welfare Guardians of an Adult;
- Successfully pursued a 15 day proof and obtained Enforcement Orders under the Enterprise Act 2002 against a local business man in respect of the defective installation of solid fuel heating appliances and other installations to domestic properties (decision currently under appeal);
- Commenced the amalgamation of the Council's 142 charitable trusts (66 of which are registered charities), work to complete this process will be concluded in 2014/15;
- Introduction of new gambling policy and statement of licensing policy;
- Pursued a total of 816 invoices and recovered a total of £1,003,736 of arrears;
- Developed and introduced a new leadership development programme linked to outcomes; for the period 1 April 2013 to 31 March 2014 a total of 138 senior managers participated in the programme
- Worked with partners in the Tayside Public Sector Coaching Alliance to develop and adopt an integrated approach to providing coaching and coach training across the partnership which enables more effective use of resources across the partnership;
- Achieved Public Sector Network compliance under the zero tolerance regime;
- Deployment of 750 access points for wi-fi in schools and council offices.
- Completed the audit of a number of personnel policies including Temporarily Undertaking Higher Duties, Paternity Leave and Adoption Leave. This is an ongoing task with policies audited against amended legislation, developing good practice and wider council policy demands.
- Developed a range of policies under the umbrella of "Managing Change" and further guidance will be developed to support these policies.
- Supported the re-alignment of the council's senior management team and in particular have provided advice, guidance and practical support in relation to consultation, recruitment and selection processes and restructuring.
- Centralised the staffing section, following completion of a review and have now integrated this section, along with the Payroll section with the HR function.
- Provided HR advice and support to service reviews including the Community Meals Delivery Service, Short Breaks, and the Finance Services review.
- Supported the council to significantly reduce the cost of sickness absence.
- Actively involved in the national development, and associated systems testing, of a new recruitment portal (Talentlink) which is scheduled to go live in October 2015

- Continued to progress with the development and implementation of the functionality available to the council within the HR/Payroll system, ResourceLink, with some significant milestones approaching e.g. the introduction of online travel claim forms

**Appendix 1** comprises of a Covalent report detailing the process of 2013/14 directorate improvement actions as at 31 March 2014. An update on uncompleted actions as at 31 March is included in the covering report.

### **3. KEY PERFORMANCE INDICATORS**

#### **Overview of Performance**

This section gives a brief outline of the performance of the KPI's outlined in **Appendix 2**. Of these 18 indicators, performance in 9 indicators has improved. Performance has declined slightly in 9 indicators. 12 indicators have set targets – these were met or exceeded in 7 areas. 3 indicators where performance has reduced have met or exceeded the targets set.

Overall the performance across our KPI's has remained steady or has improved since the previous year with only a small number of areas where performance has reduced. The year collection rate for Council Tax and Non-Domestic rates is down marginally on the previous year but remains good in the current economic climate and will still result in Angus being among the top half dozen performers in Scotland.

Detailed commentary on performance against each specific indicator is included in **Appendix 2**.

#### **Service Performance Indicators**

Each service within the Resources directorate is also responsible for monitoring and managing their own performance on a day to day basis and Corporate Improvement & Finance and Legal & Democratic Services have developed a set of performance measures which focus on various aspects of service delivery. Targets for performance have been established and these measures are monitored and managed by service management teams on a regular basis to highlight any areas of concern. These measures are also kept under review to ensure that they continue to add value e.g. a measure which continues to meet and exceed the established target will be reviewed to ensure that the agreed target has been set at an appropriate level.

The new Organisational Change service is to develop a new set of service performance indicators to help measure business improvement across HR, IT and OD.

The Head of Legal & Democratic Services, as Depute Returning Officer, is responsible for the monitoring, self assessment and reporting of the Electoral Commission's and Chief Counting Officer's Performance Management Framework on behalf of the Returning Officer. There were no statutory elections in 2013/14 and therefore no return was required.

Legal & Democratic Services have also recently been involved in benchmarking the legal function including licensing against all other councils in Scotland.

## **4. CONSULTATION**

### **SCOTTISH WELFARE FUND CUSTOMER SATISFACTION SURVEY**

The purpose of this survey was to measure the level of customer satisfaction with the service provided by the Revenues and Benefits Service to customers who applied for a crisis or community care grant from the Scottish Welfare Fund. Customers who had applied for grants were surveyed by telephone and the survey was also available for customers to complete online.

#### **Analysis of Responses received**

The key findings of the survey were:

- 96% of respondents were satisfied the service did what it said it would;
- 94% of respondents were satisfied with the overall outcome from the service;
- 98% of respondents were satisfied with the personal service and customer care.

#### **Outcome of Consultation Exercise**

The service will continue to raise awareness of the Scottish Welfare Fund and aim to process applications within required timescales so that we can help as many eligible people as possible.

### **PROCUREMENT CUSTOMER SURVEY**

The purpose of this survey was to seek comments on the services offered by the Corporate Procurement team, the use of Public Contracts Scotland tender advertising portal, intranet content and PECOS engagement. The survey was available online via Survey Monkey and a link to this was emailed to identified customers on an ad-hoc basis. In addition, a copy of the survey was issued to members of the Corporate Procurement Group for wider distribution. In future, this survey will be available to all members of staff.

#### **Analysis of Responses received**

The key findings of the survey were:

- 70% of respondents rated the support received from the Corporate Procurement team as good or very good;
- 75% of respondents rated the support received from the Corporate Procurement team regarding the procurement rules as good or very good;
- 64% of respondents considered the support available and ease of use of the Public Contracts Scotland portal as good or very good;

Responses to the survey were collected, summarised and then published on the Procurement area of the intranet. They were also communicated directly to the Corporate Procurement Group – released with procurement messages and news.

#### **Outcome of Consultation Exercise**

Feedback on the content of the intranet has led to plans to improve this. Work is also in hand to produce new user guidance for Public Contracts Scotland portal users.

### **SUPPLIER PERFORMANCE SURVEY**

The purpose of this survey was to seek feedback on supplier performance. The survey was made available to all staff online via Survey Monkey.

#### **Analysis of Responses received**

Responses were collected and sent to relevant procurement lead for a particular contract.

## Outcome of Consultation Exercise

By gaining customer insight into the performance of suppliers procurement leads will be able to refine contracts and improve the service the Council receives from its suppliers.

## SOCITM USER SATISFACTION SURVEY

The IT service monitors a range of Society of Information Technology Management (SOCITM) indicators to measure their performance in areas such as service standards, cost efficiency of service and investment in service. The survey is completed in two parts with all IT users in the council commenting on service standards whilst a range of financial and resource information are used to look at the cost efficiency and investment levels. All of these KPI's are monitored across local government in Scotland.

### Analysis of Responses received

There was an overall 20% response rate to the survey. The overall satisfaction rate was 5.02 out of a maximum of 7. In the last full benchmarking survey the support cost per workstation in Angus was £46 against the national average of £93 and the total cost of ownership per pc per annum was the lowest of the 16 benchmarking participants.

## Outcome of Consultation Exercise

A detailed analysis of responses is now underway. The last consultation exercise highlighted issues with downtime. Management of downtime and notifications were addressed as part of the action plan and a 5.14% satisfaction increase was achieved in the 2013/14 survey. A similar action plan will be created to focus on key areas arising from the latest survey.

## Customer Complaints, Comments and Suggestions

The following table provides details of the number of customer complaints, comments and suggestions received by the Resources directorate in 2013/14.

Description	Corporate Improvement & Finance	Organisational Change (HR, IT & OD)	Legal & Democratic Services
Number of complaints received	12 <sup>1</sup>	0	1
Number of complaints resolved	12	0	1
Number of complaints referred to the Ombudsman	0	0	0
Number of complaints which remain unresolved as at 31 March 2014	0	0	0
Number of comments received	0	0	0
Number of suggestions received	0	0	0

<sup>1</sup>Complaints relate to Council Tax and Benefits matters. The number of complaints received has reduced from 17 in 2012/13 to 12 in 2013/14.

The Head of Legal & Democratic Services is responsible for dealing with all Ombudsman complaints received by the Council in her role as Monitoring Officer. There were 11 complaints referred to the Ombudsman in 2013/14, 5 of which were not investigated, 1 which was not pursued, 1 which was partly upheld, 1 which was upheld and 3 which are currently ongoing. She is also responsible for dealing with all complaints against Councillors referred to the Standards Commission. There were 2 complaints referred to the Standards Commission during 2013/14, no further action was required after investigation.

## 5. FINANCE

### Revenue Budget 2013/14

	<b>Adjusted Controllable Net Budget £000's</b>	<b>Unaudited Actual to 31 March 2014 £000's</b>	<b>Over/(Under) Spend £000's</b>	<b>Actual Against Budget %</b>
Corporate Improvement & Finance	4,473	4,100	(373)	91.66
Organisational Change	3,942	3,677	(265)	93.28
Legal & Democratic Services	2,777	2,368	(409)	85.27
<b>Resources Directorate Total</b>	<b>11,192</b>	<b>10,145</b>	<b>(1,047)</b>	<b>90.65</b>

#### **Commentary:**

The Resources directorate completed financial year 2013/14 with an overall controllable budget underspend of £1,047,000. This was mainly achieved as a result of staff slippage within all the services which was due vacant posts with some posts being held vacant to address future budget efficiency savings. Further contributory factors to the underspend position were savings within supplies & services on annual service contracts (IT), printing materials/miscellaneous supplies & services (Legal & Democratic Services) and slippage on Welfare Reform expenditure (Revenues & Benefits). The net position for Resources after applying approved 100% budget carry forwards is an overall underspend of £258,000.

### Capital Budget 2013/14

#### Net Expenditure – Capital Programme 2013/14

	<b>Monitoring Budget £000's</b>	<b>Actual to 31 March 2014 £000's</b>	<b>Over/(Under) Spend £000's</b>	<b>Actual Against Budget %</b>
Corporate Improvement & Finance	0	0	0	0
Organisational Change	25	19	(6)	76.0
Legal & Democratic Services	0	0	0	0
<b>Resources Directorate Total</b>	<b>25</b>	<b>19</b>	<b>(6)</b>	<b>76.0</b>

#### **Commentary:**

There are no significant variances on the net capital programme in 2013/14 as the majority of capital projects within Resources are funded in full from Renewal and Repair funds.



There was an underspend of £348,000 on the Information Technology gross capital programme in 2013/14. This was mainly due to slippage on the following projects:- Consolidation Storage and VoIP projects for service enhancements and integration which was deferred following new guidance on PSN compliance; Agile Working Application and Services project that relates to physical moves and migration of staff groups onto the Citrix environment and the Mobile Application and Development project which required a significant period of technical clarification to ensure the platform selected was fit for purpose however the contract has now been awarded. Also, the new Data Centre project was completed with a £50,000 underspend on total build costs. There were no significant variances within the Corporate Improvement & Finance gross capital programme whilst Legal & Democratic Services had no capital spend in 2013/14.

### **Renewal and Repairs (R & R) Fund 2013/14**

The table below summarises the position on the IT & Print & Design R & R Funds as at 31 March 2014.

<b>Description:</b>	<b>IT £000's</b>	<b>Print &amp; Design £000's</b>
Total R & R Fund as at 1 April 2013	1,568	252
<u>Add</u> Contributions and Additions to the Fund	700	0
<u>Less</u> Total expenditure to 31 March 2014	(1,116)	0
<b>R &amp; R Fund Balance as at 31 March 2014</b>	<b>1,152</b>	<b>252</b>
<u>Less</u> Total committed expenditure outstanding	(996)	0
<b>Uncommitted Fund Balance as at 31 March 2014</b>	<b>156</b>	<b>252</b>
<u>Less</u> minimum Fund balance	(100)	(20)
<b>Available Fund Balance as at 31 March 2014</b>	<b>56</b>	<b>232</b>

#### **Commentary:**

The estimated uncommitted balance available on the funds detailed in the above summary totals £408,000. Once the de-minimis retention levels are taken into account the effective uncommitted balance reduces to £288,000.

The main spend from the IT R&R Fund during 2013/14 was on Citrix Client Provision and Agile Working and Services projects. There was no spend from the Print & Design R&R Fund during 2013/14.

## 6. STAFFING

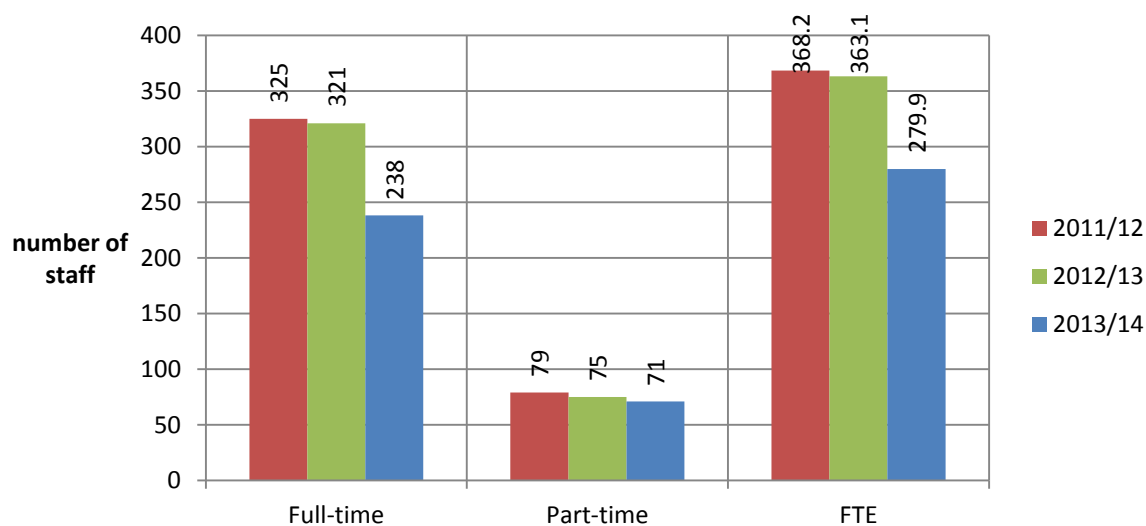
The Resources directorate budgeted staffing numbers for 2013/14 comprised 238 full time and 71 part-time staff, with a full time equivalent (FTE) of 279.9 broken down by service as follows:

Service	Full time	Part-time	FTE	+/- on previous years FTE
Directorate	1	0	1	0
Corporate Improvement & Finance	126	33	146	-2.9 <sup>1</sup>
Organisational Change	57	10	63.1	-0.7
Legal & Democratic Services	53	28	68.8	-0.6
Transforming Angus	1	0	1	+1
<b>Total Resources</b>	<b>238</b>	<b>71</b>	<b>279.9</b>	<b>-3.2<sup>2</sup></b>

<sup>1</sup>The reduction in staff is due to the implementation of agreed budget savings for 2013/14 which saw a small reduction in clerical staff and Revenues and Benefits staff.

<sup>2</sup>The actual overall reduction in staffing numbers in the Resources directorate was from 396 in 2012/13 to 309 in 2013/14. This was mainly due to the transfer of the Property division to the Communities directorate as part of the management re-structure programme. The figure noted here denotes the change in FTE within the restructured directorate.

The following graph (with a table to follow) provides an overview of the directorates overall budgeted staffing position over the past three years.



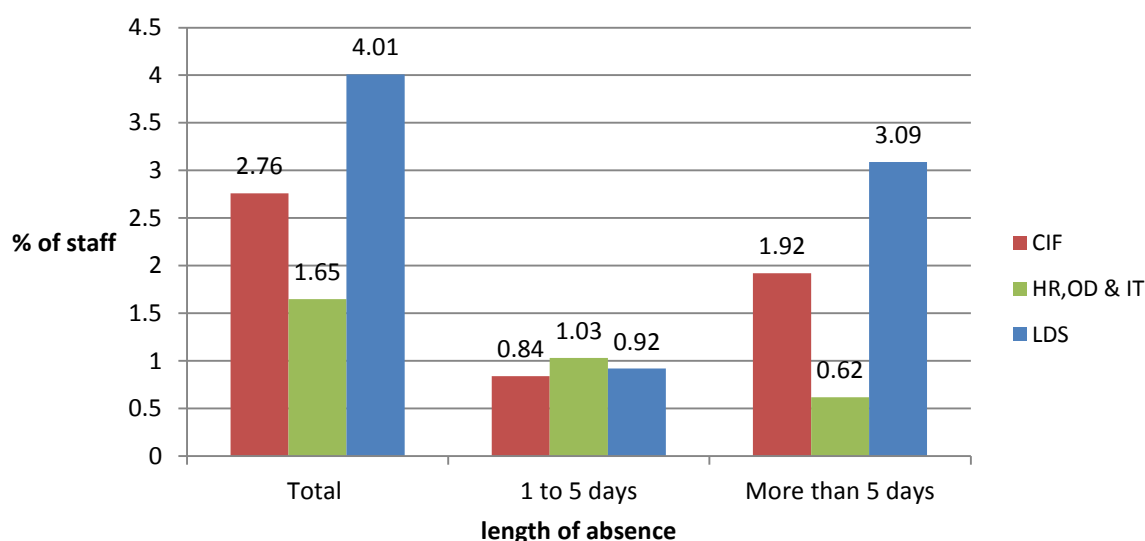
Year	Full time	Part-time	FTE
2011/12	325	79	368.2
2012/13	321	75	363.1
2013/14	238	71	279.9

Note: Actual FTE for 2013/14 based on a snapshot as at 31 March 2014 was 260.5 FTE. This is largely due to posts deliberately being held vacant across all services in preparation for future year budget savings targets.

### Sickness Absence

Across the Resources directorate the percentage of days lost due to sickness absence in 2013/14 was 2.82% which is well below the whole council level of 4.61%. This figure of 2.81% can be further broken down to reflect long term and short term absences with 1.92% of total days lost due to long term absence (more than 5 days) and 0.90% due to short term absences (between one and five days). There is no direct comparison available with 2012/13 due to the transfer of services between directorates as part of the management restructure programme which was undertaken.

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



Year	Short term Absence (1 to 5 days) %	Long term Absence (more than 5 days) %	Total %
Corporate Improvement & Finance	0.84	1.92	2.76 <sup>1</sup>
Organisational Change	1.03	0.62	1.65 <sup>2</sup>
Legal & Democratic Services	0.92	3.09	4.01 <sup>3</sup>

<sup>1</sup>Sickness absence within the Corporate Improvement & Finance service is well below the Council average for 2013/14 maintaining a good performance compared to a historic low in 2012/13 when a sickness absence rate of 1.99% was achieved. The service does not have a problem with short term absences with sickness absence rates mainly caused by longer term absences.

<sup>2</sup>Organisational Change (HR, IT and OD) has the lowest level of sickness absence of the three services within Resources. However, it should be noted that due to having the lowest level of staff numbers, it is susceptible to dramatic change if any member of staff suffers a long term illness.

<sup>3</sup>There has been a significant reduction in % days lost to sickness absence from 7.17% in 2012/13 to 4.02% in 2013/14.

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

## 7. HEALTH & SAFETY

There were no significant health & safety issues or problems during 2013/14.

During 2013/14:-

- There were eight employee accidents compared with six in 2012/13. These were genuine accidents, with no fault on the Council's part and in the main were not connected to any work activity.
- There were no non-employee accidents in 2013/14 – this mirrors the position in 2012/13.
- There were no RIDDOR reportable incidents which occurred during 2013/14 – this mirrors the position in 2012/13.
- There were four reported incidents of violence and aggression against employees 2013/14 which has increased from only one in 2012/13. These incidences were all against Revenues & Benefit employees.
- There were no Scottish Fire & Rescue inspections of buildings under the management of the Resources directorate.
- Stress and Lone Working issues were assessed and corporate guidance produced in consultation with staff groups.

During 2013/14 Resources Directorate staff attended the following health & safety courses to meet identified training needs:

<b>Course Name:</b>	<b>Total Number of Employees Attending:</b>
Stress Management and the Risk Assessment Process	3
Manual Handling Instructor/Assessor	2
Personal Stress Awareness	2
First Aid Refresher	2
Disability Awareness	4
Security Awareness	3

## 8. 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 & Design Unit, Orchardbank, Forfar	Legal & Democratic Services
Arbroath Registration Office	Legal & Democratic Services
Forfar Registration Office	Legal & Democratic Services
Montrose Registration Office	Legal & Democratic Services

A total of £40,598 was spent on planned and unplanned maintenance on 2013/14 against an overall budget of £89,004.

### Storage Facilities

The directorate has storage facilities located at Padanarm School (Corporate Improvement & Finance), and Unit 4, Orchardbank (Legal & Democratic Services). Legal & Democratic Services are also responsible for maintaining the Election Store, Unit 5b, Brechin Business Park on behalf of the Returning Officer.

## 9. EQUALITY

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

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

The directorate has supported the work of the Corporate Equalities Working Group and has undertaken the following equalities activities in 2013/14:









- Additional Harassment contacts recruited, trained and service re-launched;
- Completion of protocols with Angus Violence Against Women Partnership of Tayside for Harmful Traditional practices;
- Completion of the Council's draft Gaelic Language Plan;
- A further migrant worker road show was held with partners which was well received;
- Hate Incidents Multi-Agency Panel protocols rewritten on behalf of CPP's;
- Contributing to the Council's policy on procurement and equalities.










## RESOURCES DIRECTORATE IMPROVEMENT PLAN 2013/14

This appendix (and appendix 2 below) reflects the information contained on the Covalent system for the Resources directorate.






For 2014/15 and subsequent years, the Resources directorate will use Covalent proactively to monitor and record performance. Annual reports will, in future concentrate on information relating to key strategic outcomes.





### 1 Managing Our Business








Action	Status	Due Date	Progress as at 31 March 2014
RES_003 We will review the governance and delivery arrangements for Transforming Angus		31-Dec-2013	Report to the Transforming Angus Board outlined the adoption of a programme office and detailed the governance arrangements associated. Programme office has been established and regular highlight reporting to the TA Boards is in place.
RES_CIF001 We will identify and report on the gender pay gap		30-Apr-2013	Reported on in Equalities Mainstreaming Report - action now completed.
RES_CIF002 We will meet the new legislative requirement to develop and publish an equalities mainstreaming report		30-Apr-2013	Action completed - legislative deadline of 30 April 2013 met.
RES_CIF003 We will meet the new legislative requirement to develop and publish equality outcomes		30-Apr-2013	Action completed - legislative deadline of 30 April 2013 met.
RES_CIF005 We will consider benchmarking arrangements using the SOLACE/IS cost indicators		31-Mar-2014	Angus Council has been an active participant in the project, now renamed the Scottish Local Government Benchmarking Framework (SLGBF). We have been a member of both the Environmental Services and Social Work Task Groups to review indicators and have responded to all framework discussions and consultations. Information has been disseminated widely to council officers and we are ready to participate in benchmarking family groups with other councils in the autumn as per the SLGBF plan.
RES_CIF006 We will prepare for and implement arrangements for the new Scottish Community Support Fund		01-Apr-2013	Arrangements for Scottish Community Support Fund are now in place.
RES_CIF007 We will implement the transfer of responsibility for the Discretionary Housing Payments scheme from Welfare Rights to the Revenues and Benefits Service and ensure that an integrated approach is introduced with the new Scottish Welfare Fund.		01-Apr-2013	The administration of Discretionary Housing Payments was successfully transferred to the Revenues and Benefits service by the target date.
RES_CIF008 We will prepare for and implement the interim 2013/14 replacement for the Council Tax Benefit scheme.		01-Apr-2013	The new Council Tax Reduction scheme which replaced the Council Tax Benefit scheme was successfully implemented by the target date.

Action	Status	Due Date	Progress as at 31 March 2014
RES_CIF009 We will ensure the Council is best placed to respond to the challenges and changes being introduced by Welfare Reform.		31-Mar-2014	The DHP budget allocation of £413,000 from the DWP for 2013/14 has now been spent in full and applications are now being paid from the additional funding provided by the Scottish Govt. Approval rates for SWF applications are continuing to rise and the proportion of the budget spent each month is also increasing. The administration of Educational Maintenance Allowances has now been transferred to the Revenues & Benefits service to sit alongside the other benefits available from the service.
RES_CIF012 We will continue to improve Angus Council's performance (presently level 1) in its purchasing of the supplies, services and works required to deliver public services.		31-Dec-2013	Following the Council's Procurement Capability Assessment (PCA) on 13 November 2013, we achieved a PCA score of 51% (up 7% on 2012). This now achieves Level 2 "Improved Performance" independently assessed status before the due date. Improvement still continues. Notably, we have recently introduced a Procurement Sounding Board Member Officer Group (MOG) with elected member involvement to help ensure that our future direction on procurement is the correct one and initiated work on transforming the structure of Angus Council procurement in line with the Transforming Angus programme of change.
RES_CIF013 We will develop policy options for how the Council takes payments from customers to improve choice and reduce cost		31-Dec-2013	Basis for review agreed by PBSG and project added to Transforming Angus Programme.
RES_LDS001 We will implement the use of the "Tell me Scotland" portal across all departments of the Council for the publishing of public notices and adverts		30-Apr-2013	Roads, Planning and Licensing notices now on-line. The Scottish Government has no proposals to roll out further at this time. Future enhancements will be actioned as and when agreed. Current action completed.
RES_LDS004 We will commence planning for the 2014 European Election.		31-Mar-2014	Project plans in place - action completed
RES_LDS005 We will commence planning for the proposed referendum on Independence		31-Mar-2014	Project plans in place - action completed
RES_LDS006 We will introduce e-learning for all Returning Officer staff in partnership with Dundee City Council and Perth & Kinross Council		31-Oct-2014	E-learning now being developed in partnership with Electoral Management Board and Electoral Commission. Election team will now feed into this project.
RES_LDS007 We will undertake a statutory review of polling districts and polling places as required by the Electoral Registration and Administration Act 2013		31-Mar-2014	Review completed - Report 685/13 submitted to and approved by Angus Council on 12 December 2013.
RES_LDS009 We will support the major changes required by the implementation of the Children's Hearing Scotland Act 2011.		30-Jun-2013	Transition to the new structure took place on 24th June and work continues to support this. Current action completed.





Action	Status	Due Date	Progress as at 31 March 2014
RES_LDS012 We will provide legal advice and acquisition of land and promotion of statutory orders for Brechin Flood Prevention Scheme		31-Mar-2014	Order now granted - action completed
RES_OC005 We will audit our personnel policies		31-Mar-2014	Personnel policies are audited on an ongoing basis most recently e.g. annual leave and the managing workforce change suite. This will now be monitored at an operational level.
RES_OC006.1 Citrix Environment Enhancement		31-Dec-2013	Technical environment fully complete and available for user population.
RES_OC006.2 Citrix Client Provision		31-Dec-2013	All required licences now procured and thin client workstations ordered for deployment to front line services.
RES_OC006.4 Home, Mobile and Remote Access Provision		31-Mar-2014	MDM platform procured and delivered.
RES_OC006.5 Voice over IP (VoIP) Telephony Provision		30-Sep-2013	The funding for this project has been re-assigned to the project Digital Inclusion (Please refer to Committee Report 391/13 - Transforming Angus - Shaping services to meet the Welfare Reform challenge - Service review update).
RES_OC006.6 Mobile Application Development		31-Mar-2014	Procurement complete and supplier selected. Implementation and pilot projects to be progressed through Angus Digital.
RES_OC007 We will develop the IT infrastructure to support effective front line service delivery by:		31-Mar-2015	Work is progressing in accordance with agreed priorities. See individual entries for detail.
RES_OC007.1 Corporate Infrastructure Renewal		31-Mar-2014	All new hardware installed, tested and signed off.
RES_OC007.2 GIS Replacement		28-Feb-2014	Angus and Perth have agreed to extend the current contract for one year, reported to TPC steering group
RES_OC007.3 Internet Access Security Renewal		31-Dec-2013	All works complete and system fully tested.
RES_OC007.4 Network Infrastructure Renewal		31-Mar-2014	New network switches procured, installed and tested.
RES_OC007.5 Server Infrastructure Renewal		31-Mar-2014	New equipment provisioned to deliver updated platforms for service departments future requirements.
RES_OC008 We will establish a secondary Datacentre / Network Resilience Capability to provide resilient external communications and host resilient core services with effect from 2013		31-Oct-2013	Building handover complete, environmental services in place and IT services commissioned.
RES_001 We will improve the Councils asset management planning processes (IT; property)		30-Oct-2014	A strategy to improve use of space and technology in Bruce House, Arbroath will be completed in July 2014, with a full review of our estate across Angus available in October. Due date amended to 30 October 2014 to reflect this.

Action	Status	Due Date	Progress as at 31 March 2014
RES_004 We will redevelop the council website		31-Jul-2014	The activities as defined by the agreed project plan for phase one of the redeveloped website are being progressed. The design of the new website has been finalised. Website review workshops have been organised for end March/beginning April so that the content of the top 40 services can be migrated to the new site as part of phase one.
RES_CIF004 We will implement the new liP assessment process		31-Dec-2014	<p>The Investors in People (liP) internal review of the Communities Directorate was completed in December 2013.</p> <p>Internal reviews for Resources Directorate and Chief Executive's unit is scheduled for June 2014 and People Directorate in October / November 2014.</p> <p>Reports will be produced for all directorates and the Chief Executive's unit by end of December 2014 and due date has been amended to 31 December to reflect this.</p>
RES_CIF010 We will review the charity accounts with a view to rationalising the current number		30-Jun-2014	An update report was presented to and approved by Council on 13 February 2014 (report 90/14 refers) - this included approval of specific legal form wording to allow the reorganisation of non-OSCR registered Trusts to progress. In respect of the OSCR registered Trusts, the new single charity has been approved, set up and registered by OSCR - this needed to happen before any applications to transfer funds from existing registered Trusts could take place. All applications for the transfer of funds were submitted to OSCR by 20 March 2014. Per the transitional arrangements agreed between OSCR and Audit Scotland, this means that there will be no audit requirement as at 31 March 2014. Confirmation is now awaited as to the timescales within which the applications will be considered by OSCR and when a decision may be expected. In the meantime and on the assumption that the applications will be approved, work will be undertaken and discussions held with OSCR to agree formats as to what will constitute acceptable evidence of the transfer of funds having ultimately taken place.
RES_CIF014 We will provide the policy framework to allow Angus Council to improve the sustainability of its procurement activities.		31-Aug-2014	<p>The Procurement Sounding Board Member Officer Group agreed a procurement improvement action plan for 2013/15 which included the following:</p> <p>OUTCOME 3: Our procurement activity is as sustainable as possible, with particular reference to supporting social enterprises in our supply chain, reducing our "carbon footprint" and "buying green", delivering relevant community benefit from our procurement, buying "Fairtrade" or</p>

Action	Status	Due Date	Progress as at 31 March 2014
			<p>equivalently ethically sourced products where appropriate and achieving simplification and consistency in our process.</p> <p>This work has started and is planned to be reported to the Sounding Board by the Summer of 2014.</p> <p>This constitutes a deferral of the current completion target but has regard to the Sounding Board's other priorities for action.</p> <p>Work is underway with the support of Legal &amp; Democratic Services to build on evidence gathering for the 2013 Procurement Capability Assessment (PCA) and progress this work stream across the Council.</p>
RES_LDS002 We will manage the implementation of the Public Records (Scotland) Act 2011		31-Mar-2015	Meeting to approve strategy and policy documents has not yet taken place membership of group now finalised. A meeting will now be scheduled to take this forward.
RES_LDS008 We will implement the recommendations from the review of conditions applied to taxi/private hire car licences and tax/private hire care driver's licences.		30-Jun-2015	Final report to be submitted to Civic Licensing Committee by June 2014. Due date amended to 30 June 2014 to reflect the position.
RES_LDS010 We will support the Local Government Boundary commission for Scotland in their Fifth Statutory Review of Local Government Electoral Arrangements		01-May-2017	First stage of review underway with response to initial proposals for councillor numbers submitted.
RES_OC001 We will introduce a work at height policy		30-Sep-2014	Work on this policy was deferred (although interim guidance was issued January 2014) to allow completion of the overarching managing safety framework, this issue will now be addressed as part of the hazard specific guidance.
RES_OC004 We will lead the development of the personnel functionality of Resourcelink		31-Oct-2014	Work is progressing across all modules; however implementation of the full functionality is not solely a technological issue. It requires changes to operational process and arguably culture. The work will not be completed by 31 May 2014. In addition availability of resources continues to be problematic. For these two reasons the timescale has been adjusted to 31 October 2014.
RES_OC006 We will develop our IT infrastructure to assist in the move towards a more agile workforce by:		31-Mar-2015	Work is progressing in accordance with agreed priorities. See individual entries for detail.
RES_OC006.3 Consolidated Storage Infrastructure		31-Mar-2015	Core hardware upgraded during 13/14 including provision of additional storage to meet increased demand. All additional works on hold pending clarification for Cabinet office re PSN requirements and curricular services.

Action	Status	Due Date	Progress as at 31 March 2014
RES_OC006.7 Software Applications / Replacement Transition		31-Mar-2015	Integra, XN Leisure, iDOX planning and documents management systems updated. Care First 6 infrastructure agreed, implementation to be prioritised by People. Due date amended to 31 March 2015 to reflect this position.
RES_OC006.8 Information / Data Matching		31-Mar-2015	Procurement deferred to 14/15 to concentrate resources on other digital priorities related to the website redevelopment. Due date amended to 31 March 2015 to reflect this position but still dependent on prioritisation of on-line service functionality.
RES_OC010 We will further develop workforce planning arrangements		30-Jun-2015	Work is progressing. The initial collation of workforce data to assist identification of key areas is underway. This will now be monitored at an operational level.
RES_002 We will develop our approach to programme and project management		31-Mar-2015	Report to Transforming Angus (TA) Programme Board and EMT outlined adoption of appropriate aspects of Prince2. DDM agile project management and MSP methodologies in support of activities within the programme. Standard documents and online guidance are available via the TA section of the internet and staff development has commenced with 10 staff being trained as agile project managers.
RES_LDS003 We will provide legal advice and support to the Brechin Community Campus Project Team		30-Jun-2014	The contract has been changed to a design and build contract through hub. Project is on target with financial close expected mid April 2014.
RES_LDS011 We will provide legal advice and support to the Forfar Community Campus Project Team		30-Sep-2014	Negotiations on the terms of the project agreement underway. Scheduled for financial close August 2014. Due date amended to 30 September 2014 to reflect this position.
RES_OC003 We will review/develop personnel policies to support agile working		31-Dec-2014	Work will progress with clearer guidance on the nature of agile working.
RES_OC009 We will implement an improvement methodology for use within teams		31-Dec-2014	Training on Lean methodologies has begun for a group of staff. This is due to be completed in May 2014. Pilot Lean projects are planned to commence in May 2014. Due date for completion of the action has been amended to December 2014 to take account of the pilot phase.
RES_OC011 We will review the management competency framework		31-Dec-2014	Review of the Management Competency Framework is ongoing. Action due date has been revised to December 2014.
RES_OC012 We will implement an electronic performance appraisal system		28-Feb-2015	This work is progressing with Northgate but is taking longer than anticipated. Action due date has been revised to February 2015.

Action	Status	Due Date	Progress as at 31 March 2014
RES_CIF011 We will undertake a review of corporate debt collection arrangements across the Council in liaison with other departments and divisions		30-Sep-2013	This action is now being taken forward as a Transforming Angus project linked to the Welfare Reform Service Review agreed by Angus Council on 20 June 2013. Corporate debt arrangements will accordingly be looked at in detail as part of the move of responsibility for housing rent collection from Communities to Revenues & Benefits. Completion of this larger project is expected to take at least a year so revised target date of March 2015 is a realistic end date. Action now subsumed into broader work of the Welfare Reform Project Board.
RES_OC002 We will introduce a biannual safety newsletter		31-Dec-2013	Further consideration has led to the abandonment of this initiative. Raising managers' awareness will be addressed within the scope of the framework for managing safety which is under development.



## KEY PERFORMANCE INDICATORS

**Corp3a\_CEH003: The % of the highest paid 2% of earners among council employees that are women (KPI)**

The percentage of women in the highest 2% of earners in Angus rose from 28.2% in 2012/13 to 31.8% in 2013/14. This exceeded our target of 31% although the figure is still short of the 2012/13 Scottish median of 41.7%. These figures do not include teaching staff.

The council's performance against this indicator has improved. However, as the council's workforce is approximately 75% female and 25% male, females are still underrepresented at the most senior level. The council attempts to develop all its employees, to prepare them for taking on higher roles and to encourage them to seek these. It also attempts to encourage external applications from all parts of the labour market. The recent restructuring of the council has had a beneficial impact and given that this exercise has still to be concluded, there are already indications that performance during 2014/15 will again improve.



	Value	Target	Benchmark Median
2010/11	27.8%	27.0%	38.8%
2011/12	27.8%	31.0%	39.8%
2012/13	28.2%	31.0%	41.7%
2013/14	31.8%	31.0%	
2014/15			

**Corp3b\_CEHR004: The % of the highest paid 5% of earners among council employees that are women (SPI) (LGBF)**

The percentage of women in the highest 5% of earners in Angus rose from 37.6% in 2012/13 to 44.1% in 2013/14. This exceeded our target of 41% although the figure is still short of the 2012/13 Scottish median of 47.7%. These figures do not include teaching staff.

The council's performance against this indicator has improved. However, as the council's workforce is approximately 75% female and 25% male, females are still underrepresented at the most senior level. The council attempts to develop all its employees, to prepare them for taking on higher roles and to encourage them to seek these. It also attempts to encourage external applications from all parts of the labour market. The recent restructuring of the council has had a beneficial impact and given that this exercise has still to be concluded, there are already indications that performance during 2014/15 will again improve.



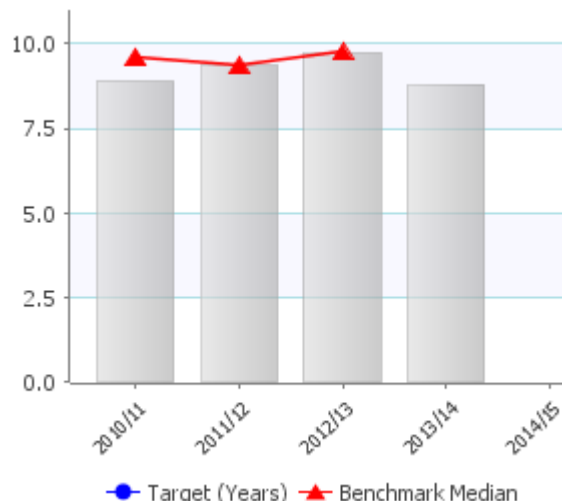
	Value	Target	Benchmark Median
2010/11	37.96%	37.00%	45.99%
2011/12	38.57%	41.00%	47.07%
2012/13	37.56%	41.00%	47.69%
2013/14	44.12%	41.00%	
2014/15		41.00%	



### Corp6\_CEFR012: Sickness Absence Days per Employee (SPI) (LGBF)

Sickness absence for all Council staff including teaching staff reduced to an average of 8.8 days from 9.7 days in 2012/13 and 9.3 in the previous year. We did not set a target for this indicator in 2013/14 but our performance was lower than the 2012/13 Scottish median of 9.8 days.

During the latter part of the year 2012/13 the council appointed, on a temporary basis, an HR officer dedicated to addressing sickness absence issues. This arrangement was extended to the end of March 2016 in consideration of the much welcomed reducing trend in sickness absence across the council and savings in sick pay costs. The indicator covers a wide variety of job types and therefore absence performance across individual services can be better or worse than this average. Efforts are being made to address areas of higher levels of absence.



	Value	Target	Benchmark Median
2010/11	8.9		9.6
2011/12	9.3		9.4
2012/13	9.7		9.8
2013/14	8.8		
2014/15			

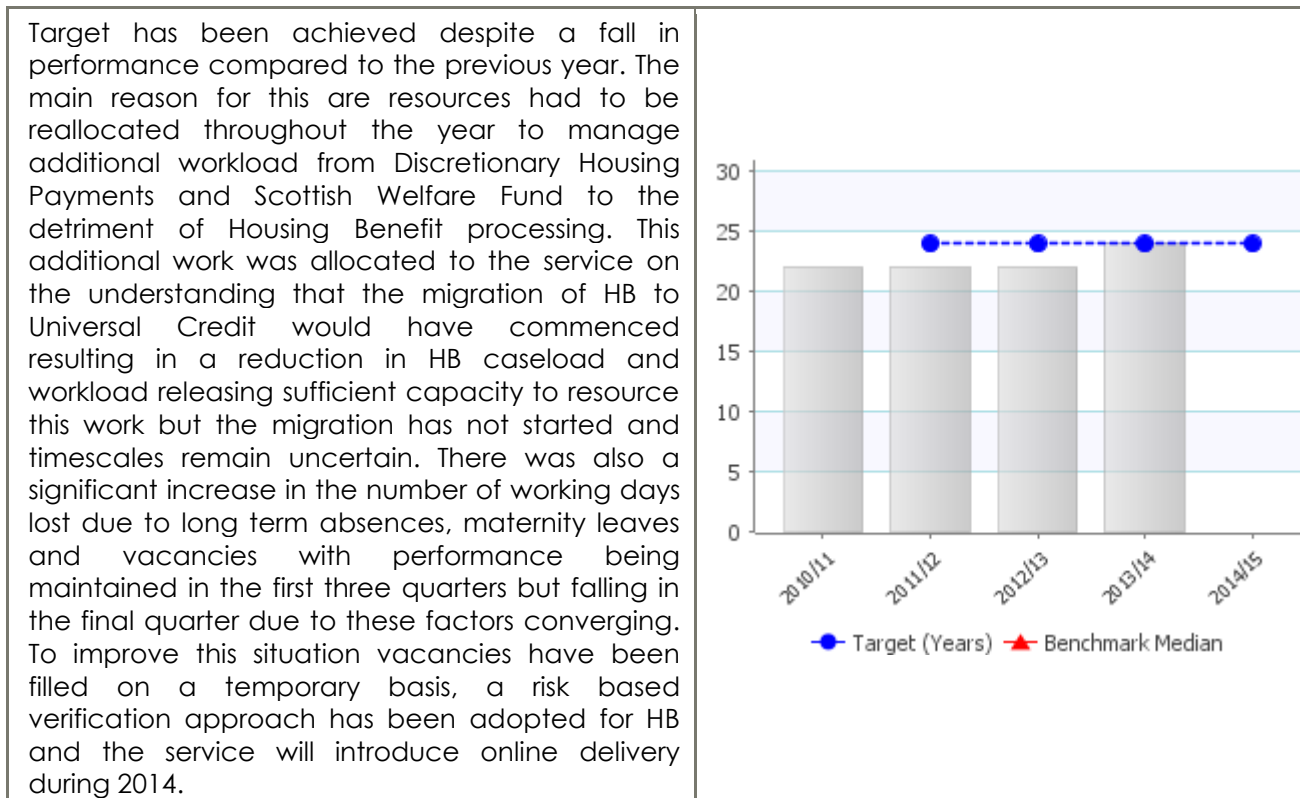
### CSBA010: Gross benefit administration cost per case (KPI)

A further reduction has been achieved despite there being a pay award settlement in 13/14 which added to the most significant cost of staffing. The Council's cost is above the benchmark median but reflects the high quality of service provision and robust processes which the Council operates to. Further efficiency projects are in course which will help to reduce the overall cost of benefits service provision.



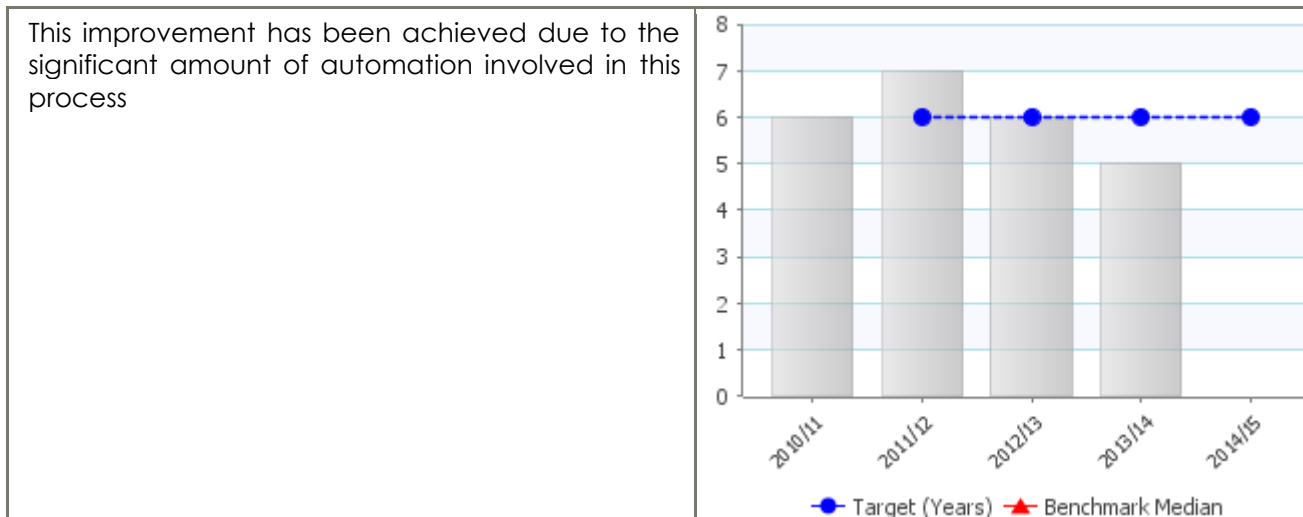
	Value	Target	Benchmark Median
2010/11	£59.38		£44.00
2011/12	£53.66		£41.10
2012/13	£52.66		£40.44
2013/14	£51.92		
2014/15			

**CSBA013: Average number of days to decide new claims for council tax and housing benefits from the date of receipt of the claim (KPI)**



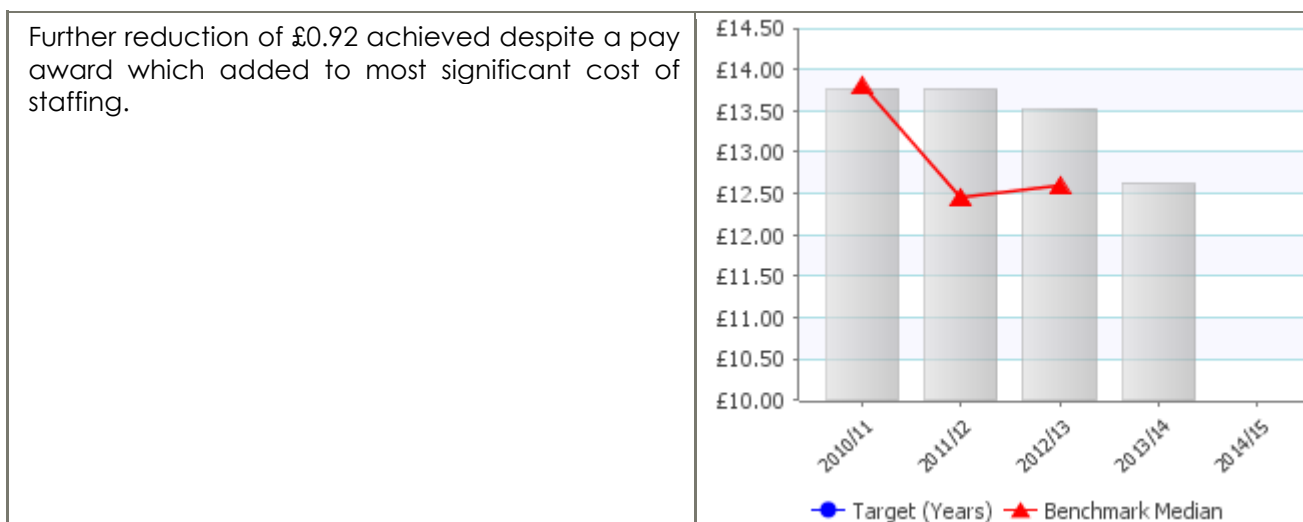
	Value	Target	Benchmark Median
2010/11	22		
2011/12	22	24	
2012/13	22	24	
2013/14	24	24	
2014/15		24	

**CSBA014: 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)**



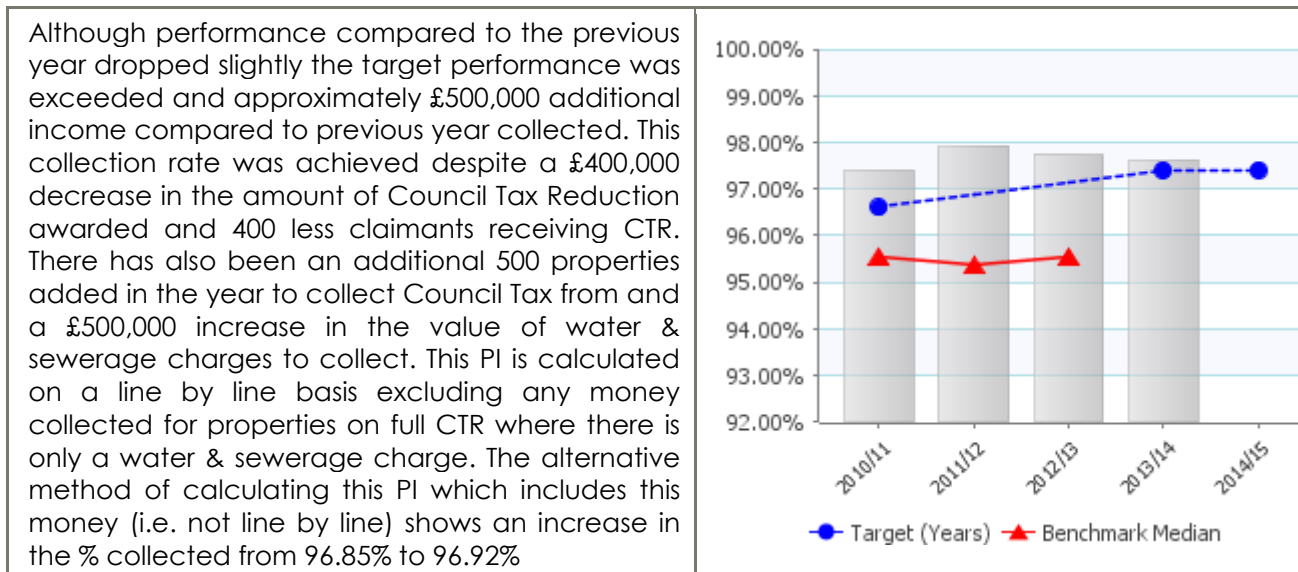
	Value	Target	Benchmark Median
2010/11	6		
2011/12	7	6	
2012/13	6	6	
2013/14	5	6	
2014/15		6	

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



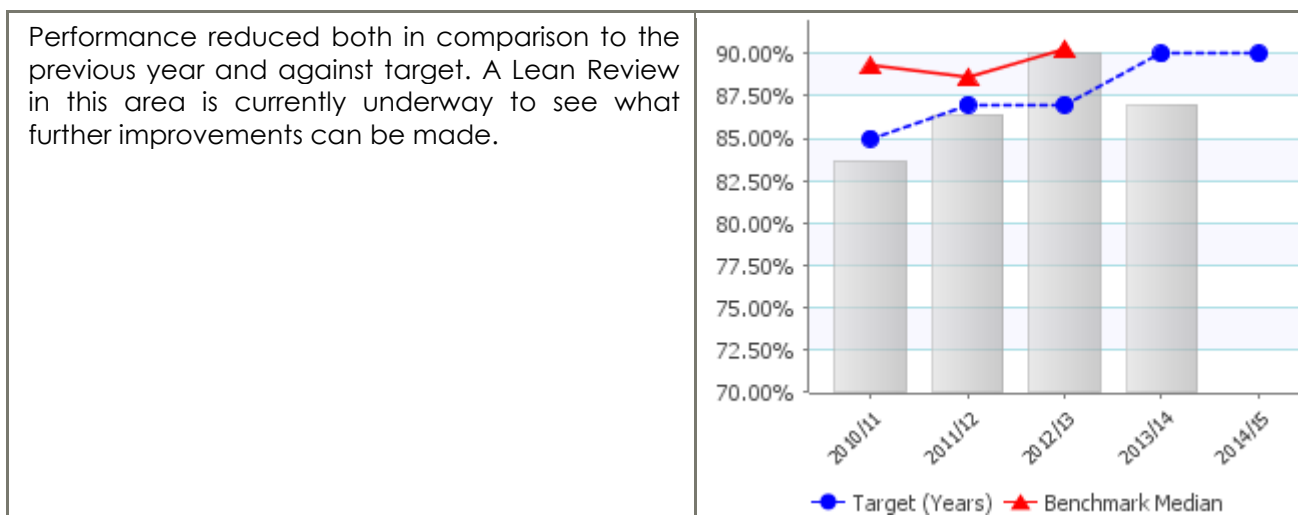
	Value	Target	Benchmark Median
2010/11	£13.77		£13.80
2011/12	£13.75		£12.46
2012/13	£13.53		£12.60
2013/14	£12.61		
2014/15			

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



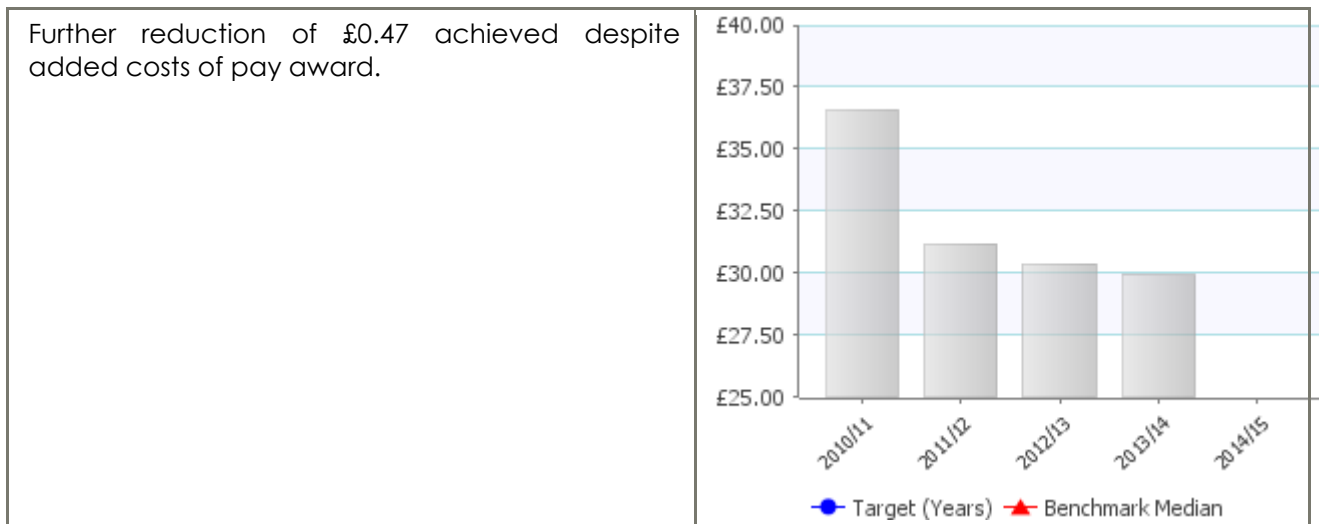
	Value	Target	Benchmark Median
2010/11	97.40%	96.60%	95.55%
2011/12	97.93%		95.36%
2012/13	97.72%		95.56%
2013/14	97.62%	97.40%	
2014/15		97.40%	

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



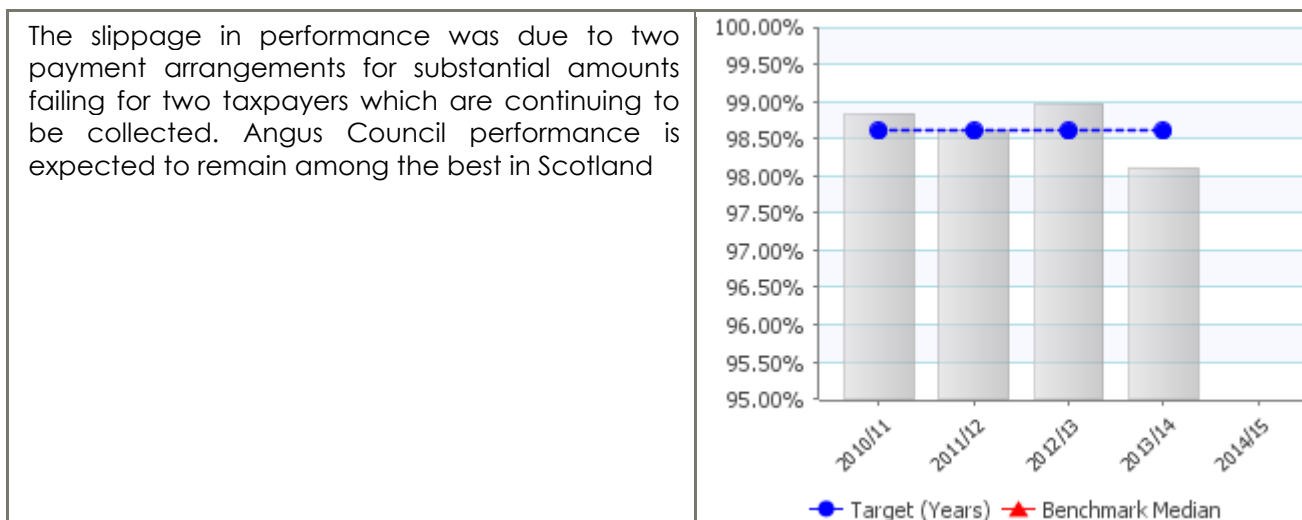
	Value	Target	Benchmark Median
2010/11	83.62%	85.00%	89.29%
2011/12	86.40%	87.00%	88.61%
2012/13	90.00%	87.00%	90.32%
2013/14	87.00%	90.00%	
2014/15		90.00%	

**CSF010: The cost of collecting Non Domestic/Business Rates per chargeable property (KPI)**



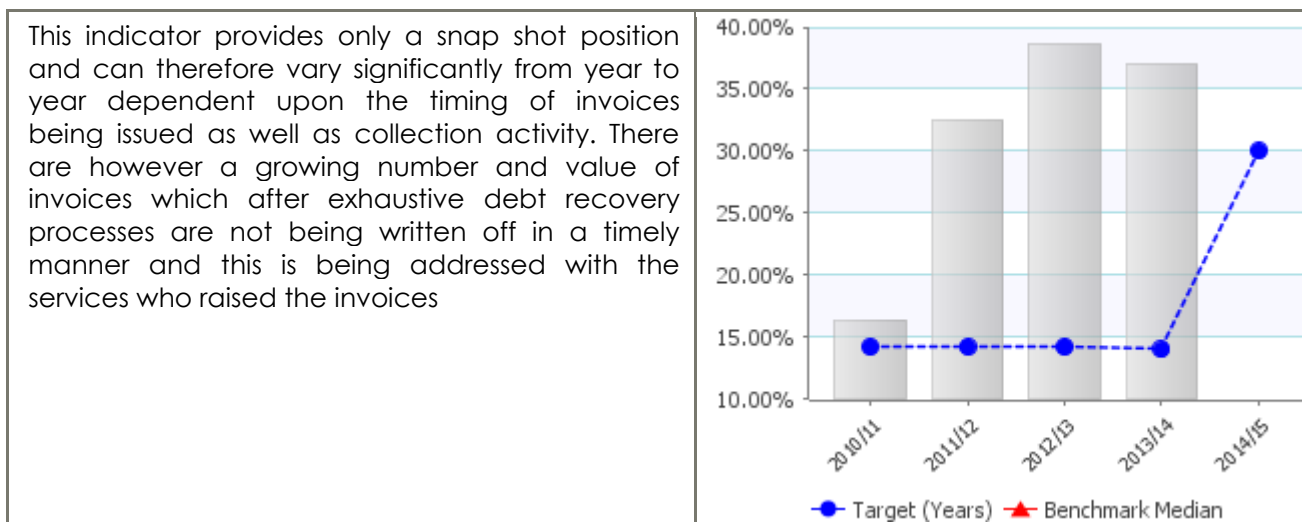
	Value	Target	Benchmark Median
2010/11	£36.59		
2011/12	£31.19		
2012/13	£30.38		
2013/14	£29.91		
2014/15			

**31 March CSF012: The % of income due from Non Domestic/Business Rates received during the year up to and including (KPI)**



	Value	Target	Benchmark Median
2010/11	98.84%	98.60%	
2011/12	98.61%	98.60%	
2012/13	98.97%	98.60%	
2013/14	98.10%	98.60%	
2014/15			

**CSF014: The proportion of outstanding sundry debt that is more than 90 days old from date of invoice as at 31st March (KPI)**

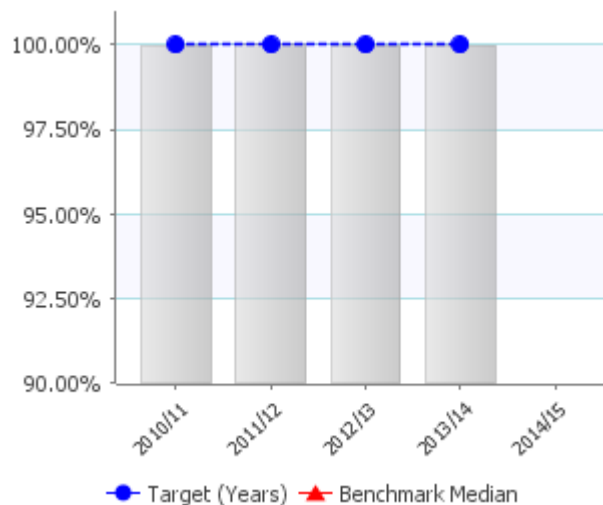


	Value	Target	Benchmark Median
2010/11	16.40%	14.20%	
2011/12	32.50%	14.20%	
2012/13	38.60%	14.20%	
2013/14	36.99%	14.00%	
2014/15		30.00%	

**CSF018: The value of salaries and wages payments made correctly and timeously, as a % of the total value of payments made (KPI)**

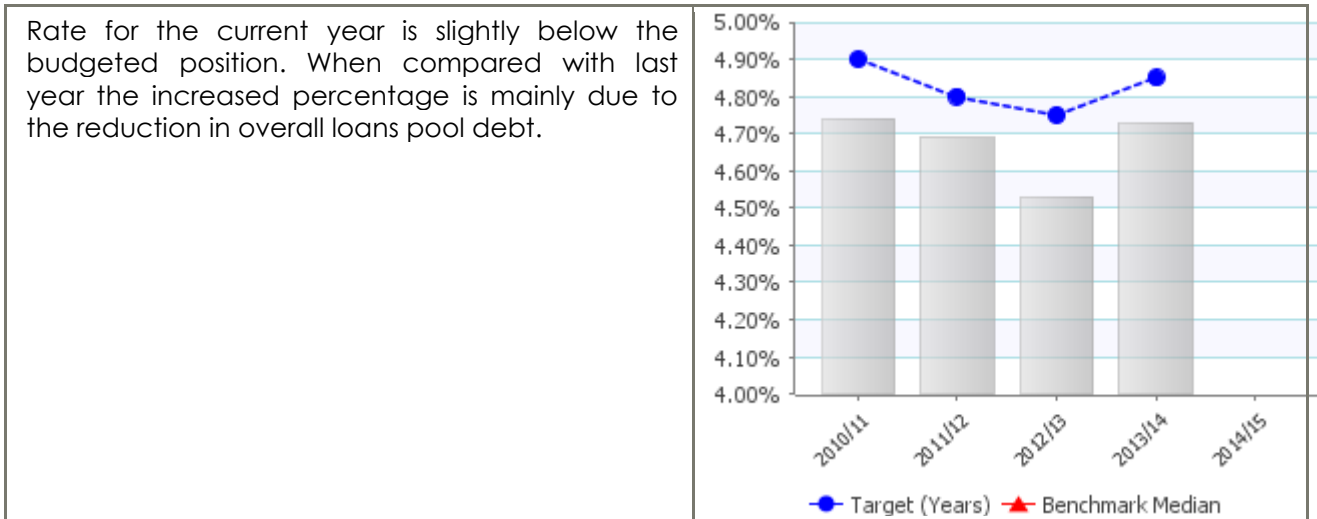
The marginal reduction in performance between 2012/13 and 2013/14 was as a result of identified weaknesses in the interpretation, input and checking procedures undertaken by payroll staff. Unfortunately, payroll staff continue to received sub-standard data from its sources and this does not help in the battle to get things right. With the relocation of payroll and the centralisation of staffing to HR it is hoped that the quality and flow of data will improve. Steps have been taken to address the payroll issues and a revised training programme has been put in place. With the combination of these the expectation is that the percentage will be up again in 2014/15.

Furthermore, although there was a marginal reduction in performance last year the payroll section continues to deliver and maintain a high level of performance against a back drop of continuing staff turnover and continuing and ever increasing challenges.



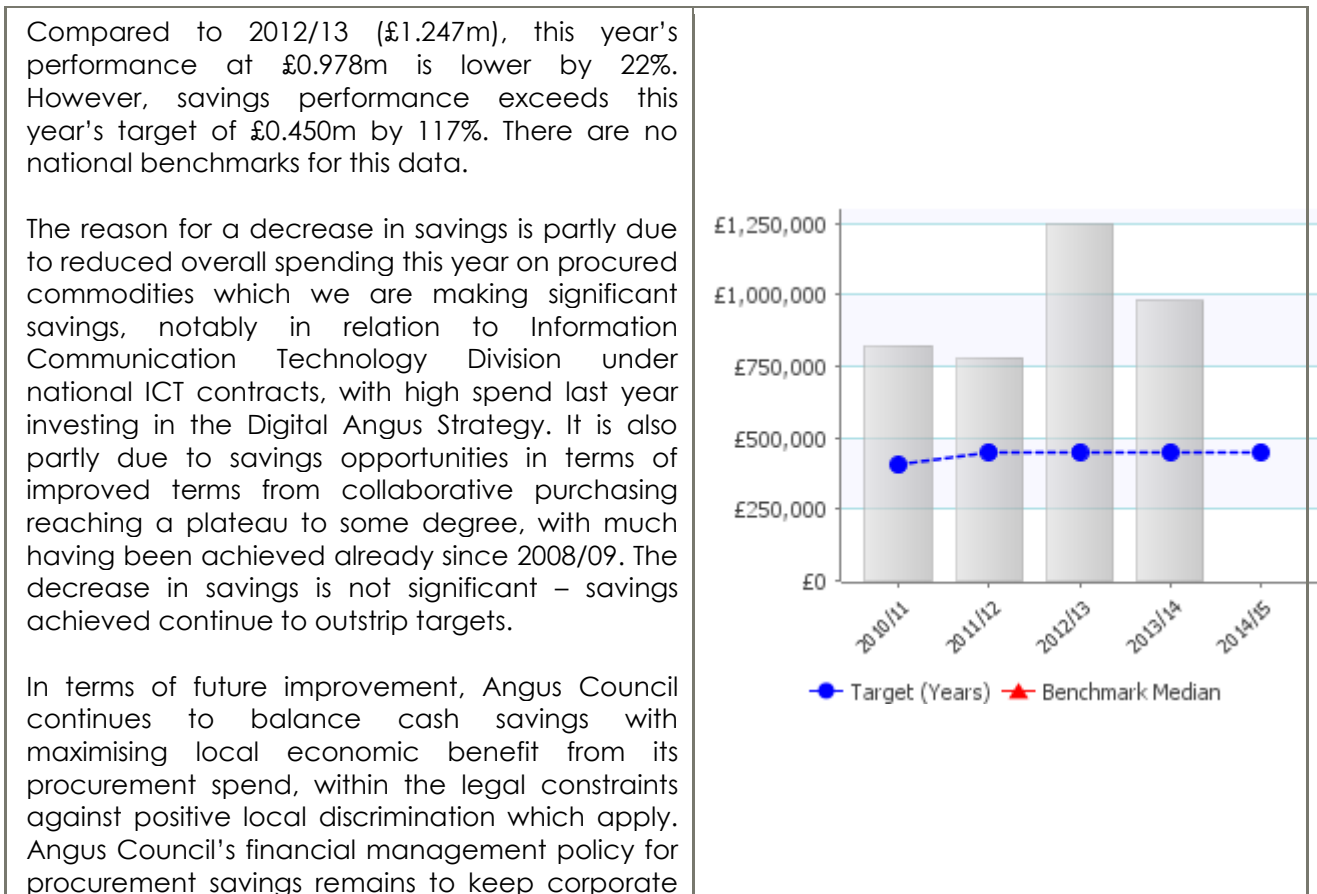
	Value	Target	Benchmark Median
2010/11	99.99%	100.00%	
2011/12	100.00%	100.00%	
2012/13	99.99%	100.00%	
2013/14	99.98%	100.00%	
2014/15			

**CSF019: Average Cost of Funding Capital Advances to Services in Year: a) Loans Fund Interest Rate (the pool rate) (KPI)**



	Value	Target	Benchmark Median
2010/11	4.74%	4.90%	
2011/12	4.69%	4.80%	
2012/13	4.53%	4.75%	
2013/14	4.73%	4.85%	
2014/15			

**CSF020: Total procurement savings achieved year-on-year, including both cash and non-cash (KPI)**





savings only to the amount required, leaving the balance available to Directorates to apply to front-line services. It is for this reason that there is no planned change in the target for this indicator in 2014/15. The corporate budget saving within procurement for 2012/13 was kept to £35,000. All other procurement savings were made available to improve or sustain front-line services. Procurement savings form only a small part of the detailed performance measurement through the Procurement Capability Assessment process which the Council has taken part in since 2009. This has helped inform the Council of need to undertake a strategic review of its procurement and this has been identified as a Transforming Angus project within the Angus Council Plan 2014-17. The objective of that review will be to identify for the Council how it can move to the next level of procurement improvement in terms of both structure and process.

The improvement expected to flow from a change in approach as a result of the review will be to achieve better buying not just through the best available terms but also through efficient and effective process, achieving more standardisation, simplification and specialism. At the same time, we will maximise the return for the Angus community from our public procurement spend in terms of economic, social and environmental sustainability. This is a particular challenge for the Council not only in the face of the need to support ongoing budget savings in the still difficult economic climate but also in the context of the most significant legal form of procurement at both Scottish (the Procurement Reform (Scotland) Act 2014) and EU levels (the Public Procurement Directives 2014).

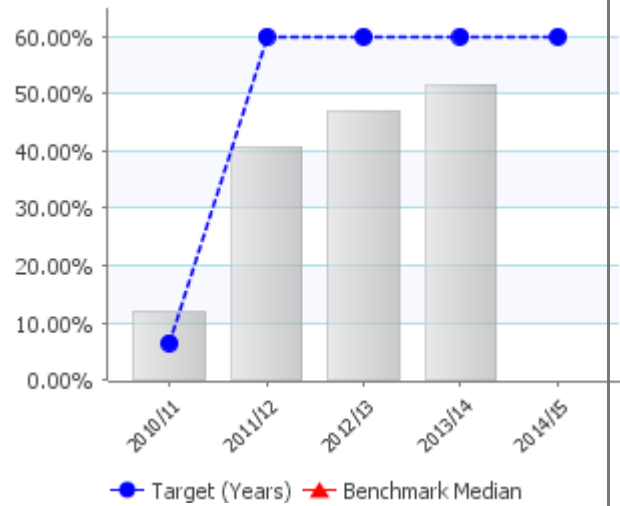
	Value	Target	Benchmark Median
2010/11	£822,000	£405,699	
2011/12	£781,000	£450,000	
2012/13	£1,247,000	£450,000	
2013/14	£978,000	£450,000	
2014/15		£450,000	

**CSF022: % total transactions that are e-transactions (through an e-procurement system) (KPI)**

Compared to 2012/13 (47.00%), this year's performance is improved by 4.68%. Compared to this year's target of 60%, however, performance is 8.32% below target. There are no national benchmarks for this data.

While performance continues to improve, it is modest and is slowing down. Our target is a consciously stretching one and it is becoming clearer that to achieve it a more concerted effort across the whole Council is required to build on the successful roll-out of the corporate e-Purchasing system PECOS by the Corporate Procurement team (during the roll-out period between 2009 and 2012, e-Purchasing performance improved by over 44%). More work is needed to (a) eliminate unnecessary manual purchase orders and (b) increase the e-Purchasing integration amongst the Council's various business unit-specific purchasing and management systems.

Mention is made in relation to the procurement savings indicator that a strategic review of Angus Council procurement has been identified as a Transforming Angus project within the Angus Council Plan 2014-17. The objective of that review will be to identify for the Council how it can move to the next level of procurement improvement in terms of both structure and process. That review will also consider the Council's whole "Purchase to Pay" process and the transactional improvements that can be made. This may take time and investment of resource to fully deliver but this approach holds the prospect of significant transactional improvement and efficiency savings for the Council.



	Value	Target	Benchmark Median
2010/11	11.83%	6.50%	
2011/12	40.67%	60.00%	
2012/13	47.00%	60.00%	
2013/14	51.68%	60.00%	
2014/15		60.00%	

**Corp1\_CS004: Central Support Services (External to Services) as a Proportion of Council Running Costs (SPI) (LGBF)**

The amount Angus Council spent on central support services as a proportion of council running costs increased from 4.58% in 2012/13 to 4.89% in 2013/14.

Support services might not be at the front-line of customer experience but they are important in managing the business of the council. Support services include things like finance, legal advice, human resources, communications, information, internal audit, procurement and asset management.

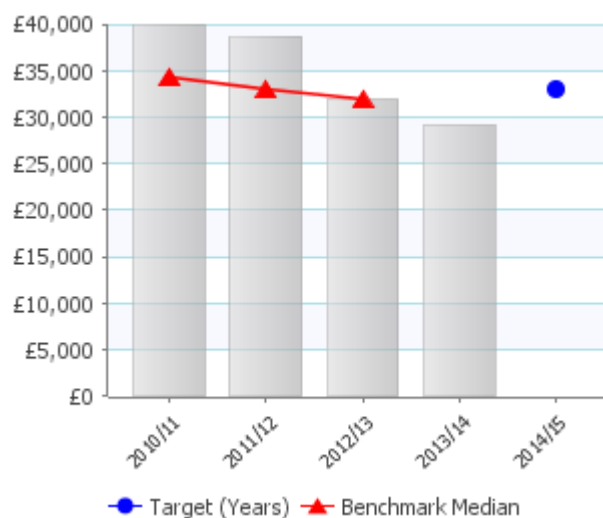


	Value	Target	Benchmark Median
2010/11	2.18%		4.53%
2011/12	4.27%		4.32%
2012/13	4.58%		4.38%
2013/14	4.89%		
2014/15		5.00%	

**Corp2\_CS005: Cost of Democratic Core per 1,000 population (SPI) (LGBF)**

The amount Angus Council spent on the democratic core per 1,000 population fell from £31,908 in 2012/13 to £29,093 in 2013/14.

The “democratic core” covers all costs associated with democratic representation and management and corporate management. This can include councillors’ expenses and allowances; subscriptions to local authority associations such as CoSLA; maintaining statutory registers (but not the electoral register). It also covers providing information required by members of the public exercising their statutory rights (other than service information); the completion, submission and publication of service staffing returns, statement of accounts, annual reports, public performance reports and improvement plans; the costs of statutory external audit and the costs of internal inspections. All of which is important in managing the business of the council.



	Value	Target	Benchmark Median
2010/11	£39,975		£34,383
2011/12	£38,697		£33,003
2012/13	£31,908		£31,939
2013/14	£29,093		
2014/15		£33,000	