

ANGUS COUNCIL

SCRUTINY AND AUDIT COMMITTEE – 7 MARCH 2024

DETAILED RISK REPORTING TO SCRUTINY AND AUDIT COMMITTEE

REPORT BY CATHIE WYLLIE – SERVICE LEADER INTERNAL AUDIT

1. ABSTRACT

- 1.1 This report presents detailed risk information to the Scrutiny and Audit Committee in line with the programme updated by the Scrutiny and Audit Committee in January 2024 (Report 20/24 refers)

2. ALIGNMENT TO THE COUNCIL PLAN AND COUNCIL POLICIES

- 2.1 The contents of this report, and the related presentation provide the Committee with a deeper understanding of a key corporate risk that may prevent achievement of the Council Plan, and the steps being taken to mitigate the risk.

3. RECOMMENDATION

- (i) That the Committee consider and note the information presented about the Performance Management risk.

4. BACKGROUND

- 4.1 The following timetable for individual risk presentations, based on the Corporate Risk Register at May 2023 has been agreed for 2023/24:

S&A meeting date	Lead officer	Risk to be presented	Risk Score May 2023	Risk Score Updated	Risk Target
22 Aug. 2023	Director of Finance	Financial Sustainability	25		9
26 Oct. 2023	Director of Legal & Democratic Services	Legislation	9	6 (October 2023)	6
28 Nov. 2023	Chief Executive	Transforming for the Future	15		6
23 Jan. 2024	Director of HR, Digital Enablement, IT & Business Support	IT resilience & Cyber-attack (Business Continuity)	16		8
7 March 2024	Director of Finance	Performance Management	6		4
23 April 2024	Director of Vibrant Communities and Sustainable Growth	Climate Change	16		12

5. CURRENT POSITION

5.1 There have been no changes to the Corporate Risks since the last Scrutiny and Audit Committee meeting on 23 January 2024, except to update the Performance Management position.

6. PROPOSALS

6.1 There will be a short presentation at Committee on the Performance Management risk. The related information from the Corporate Risk Register is included in Appendix 1.

7. FINANCIAL IMPLICATIONS

7.1 There are no direct financial implications arising from the recommendations of this report.

8. RISK MANAGEMENT

8.1 This report is about a specific risk from the Corporate Risk Register

9. ENVIRONMENTAL IMPLICATIONS

9.1 There are no direct environmental implications arising from the recommendations of report.

10. EQUALITY IMPACT ASSESSMENT, HUMAN RIGHTS AND FAIRER SCOTLAND DUTY

10.1 A screening assessment has been undertaken and a full Equality Impact Assessment is not required for the following reason: - this report does not impact on people. It does not impact on people because this report provides information about risks and their mitigation. Any people impact would be dealt with at other active stages of risk mitigation if applicable.

11. CONSULTATION (IF APPLICABLE)

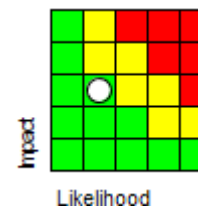
11.1 This report was circulated for consultation to all Directors of the Council.

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.

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List of Appendices:

Appendix 1- Corporate Risk Register – Performance Management



Risk Title

CORRR0003 Performance Management

Risk Description

The council does not manage or report its performance in all the areas that are important to internal and external stakeholders and therefore does not monitor performance against priorities and outcomes.

Likelihood

Work continues to ensure that all directorates and services use available data effectively to identify and prioritise improvements in performance. This work includes the need to ensure a greater focus on outcomes and a reporting schedule which presents our performance/improvement in alignment with our strategic planning process.

At present how directorates/services utilise the data available to them is varied. All Directorates are progressing with the Performance Led Council (PLED) programme to improve consistency across the organisation.

We do not consistently have an evidence led understanding of the performance that is important to our external stakeholders.

We are increasing our use of benchmarking our performance against other councils in key areas. This includes setting targets against our council plan performance indicators.

We are measuring our performance against government set targets in several service areas through annual data returns.

We are improving our approach to public engagement through our "Engage Angus" website and other communications through social media platforms .

Potential Impact

The council does not know how well it performs (in terms of customer satisfactions, costs and service quality) in all priority areas.

Opportunities to improve service performance could be missed in some areas.

Decisions about where to spend our limited financial and other resources will be informed by performance data in all areas.

The public, elected members and senior officers do not always receive performance information drawn from a variety of sources/stakeholders and so could make decisions based on information that may not be reliable or robust.

How we utilise data as a Council does not effectively support and align with the planning and reporting cycle. There is a surfeit of performance information which is not useful. There is a lack of concentration on "what matters".

Decisions are made on evidence that does not provide a full position.

The Council is unable to meet its statutory obligations in terms of Statutory Performance reporting.

Existing Controls

<p>Pentana is in place as a tool to facilitate performance management and reporting.</p>	<p>We are increasing our use of the Pentana system and have trained Super Users in each Directorate.</p>
<p>Services are using Local Government Benchmarking Framework (LGBF) to assess comparative performance with other Scottish LA's.</p>	<p>The LGBF reporting tool has adopted the use of Power BI and developing live dashboard feeds to ensure data is kept up to date and readily available for public access.</p>



Benchmarking information from other authorities in some service areas	Some services are involved in the Association for Public Service Excellence (APSE) or professional bodies with associated benchmarking frameworks and comparators.
Well established performance management and reporting arrangements	These include our Annual Performance reports relating to the Council Plan and Community Plan. We also have a section on our Council website with "How we perform".
Range of measures and targets contained in the Council Plan	Focus on key information needed by the public and elected members to judge council performance; we are now measuring and reporting this data and developing trend information
Council committees scrutinise a range of performance reports on service performance.	A full list of service specific performance reports is included as part of our Council Plan.
Council committees and Capital Plan Monitoring Groups.	Monitors financial performance on spend for revenue and capital expenditure which includes service delivery performance.
Performance Led Programme established to develop our approach across the organisation.	Stages 1 and 2 of our PLED programme have been completed. Work continues across services to embed this approach and Stages 3 and 4 of the PLED programme are now in progress.
Annual Governance Questionnaire.	As part of annual governance framework review we have included a section in the questionnaire for Directors to review and confirm compliance with required standards of approach.
Data returns to Scottish Government.	A number of services submit data returns to Scottish Government.
Directorate level dashboards.	These have been developed providing a level of business insights.
Investment in staff training.	Workforce Plans include commitment to invest in staff development around making better use of data identifying this as a key area of development needs.


Risk Likelihood Score: 2

Risk Impact Score: 3

Overall Risk Score: 6

Additional Controls/Actions to Reduce Likelihood and/or Impact Scores

Controls/Actions		Due Date	Status	Desired Outcome	Owner	Latest Update	Date
AC-ADP-00020 Angus Data Project	This project will develop, deliver and co-ordinate the Data Strategy and action plan emerging from the Data Maturity & Pathways Project.	31-Mar-2028		The Council gains better value from its extensive data sets with a focus on improving outcomes.	Service Leader (Governance, Change & Strategic Policy); Manager - Policy, Planning & Performance	This initiative has been established with a governance structure which includes 5 workstreams to progress over the next 5 year period. This includes Data Foundations; Data Governance; Data Architecture; Data Analytics; and Data Skills.	31-Jan-2024
AC-COR-00061 Power BI Improvement Tool	Development of use of this analytical tool to maximise use	31-Dec-2024		Improved dashboards and reporting	Performance Analyst	PBI Financial Dashboards published and issued to Directors & Services Leaders	12-Oct-2023

	of data across the organisation						
GC-QIP-00017 Progress PLED Stages 3 & 4	Overall progress for stages 3 & 4 of the programme - related sub-actions are included as part of this	31-Mar-2028			Manager - Policy, Planning & Performance; Performance Analyst	<p>Progress based on related actions linked to stage 3. Stage 4 not yet commenced and requires to be extended in line with Angus Data Strategy roadmap.</p> <p>Stage 3 of the PLED programme is continuing to be progressed. This includes Business Insights and Service level Dashboards using Power BI to present key data. Dashboards to report Council Plan performance are being developed. Angus Data Project launched with an end date of 31 December 2029. Stage 4 of the PLED programme will be dependent upon progressing the Angus Data Project as a key enabling piece of work to support predictive analytics.</p>	11-Dec-2023

Target Likelihood: 2
Target Impact: 2
Overall Target Score: 4

Risk Owner:	Ian Lorimer, Director of Finance
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Latest Update	By	Date
<p>Levels 1 and 2 of the PLED programme have been completed and work is underway to embed the approach across services.</p> <p>CLT has agreed a new data board that will align with the digital board and incorporate the responsibility for PLED, along with the delivery of a new data strategy project. This will be led by Ian Lorimer.</p> <p>Improvements to performance reporting continue to be prioritised, including making greater use of reporting tools.</p>	Ian Lorimer	05 Feb 2024