Performance Management Framework

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Document Control Sheet

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Document Title:	Angus Council Performance Management Framework

Review/Approval History

Date	Name	Position	Version Approved	Date Approved

Version	Date	Brief Summary of Changes	Author

CONTENTS

1. Introduction

The effective management of performance is a key component of any organisation. It encompasses everything the Council does, including every employee and elected member.
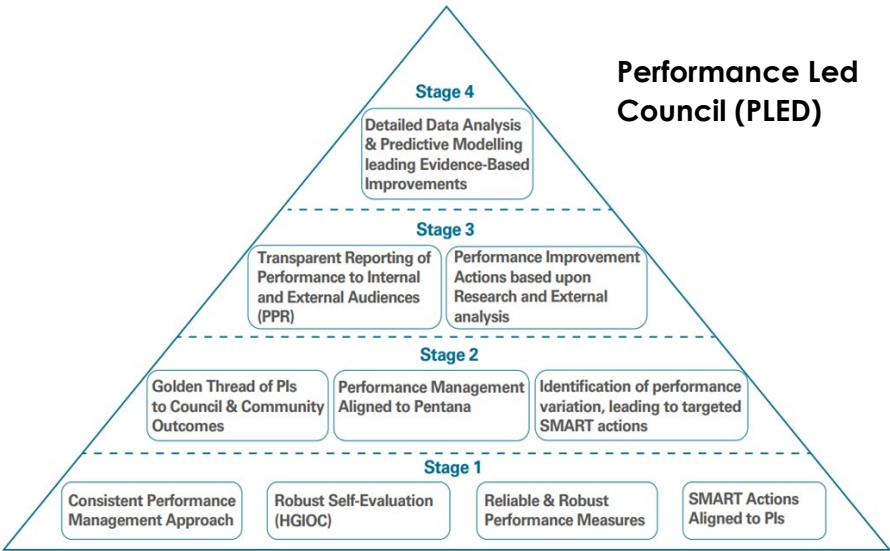
It is a fundamental part of delivering Best Value.

The Council has, since its inception, managed, monitored and reported on its performance across a wide range of activities. This has included statutory performance indicators, financial performance, Local Government Benchmarking Framework and Corporate Governance among many others.

Performance Management is not something new and the Council's current arrangements have served us reasonably well. However, with increasingly stretched staff resources and limited financial resources, the need for a more consistent, coherent and effective approach to managing performance has never been greater.

Since financial year 2018/19, the Council has sought to develop its performance management arrangements with a focus on the Performance Led (PLED) Council programme.

It has been identified that the PLED Council programme requires further measures to provide clarity of accountability so that performance matters are being given the relevant level of scrutiny, reporting and escalation (when required), and considered at the most relevant level within the Council's overall governance framework.

Performance Led Council (PLED)

Stage 4
Detailed Data Analysis & Predictive Modelling leading Evidence-Based Improvements

Stage 3
Transparent Reporting of Performance to Internal and External Audiences (PPR)

Performance Improvement Actions based upon Research and External analysis

Stage 2
Golden Thread of PIs to Council & Community Outcomes

Performance Management Aligned to Pentana

Identification of performance variation, leading to targeted SMART actions

Stage 1
Consistent Performance Management Approach

Robust Self-Evaluation (HGIOC)

Reliable & Robust Performance Measures

SMART Actions Aligned to PIs

This Performance Management Framework (PMF) therefore sets out a range of improvements to how performance is monitored, reported and scrutinised across the Council, building on the current PLED approach.

Key to the success and impact of the PMF will be the timely availability of key information which provides a sharper focus and early identification of performance variation that requires specific attention and potential intervention for improvement/ change, including (where applicable) input from elected members in the context of their scrutiny, strategy and policy decision-making role.

2. Who is this Framework for?

i.   Stakeholders

The PMF is designed for a range of stakeholders:

- **Customers**: who need open, relevant and accurate information to be able to hold the Council's services and performance to account.
- **Elected Members**: who need timely and relevant information and advice to make sound strategic and policy decisions; to be assured that decisions are being implemented effectively; and that performance and outcomes are improving or being maintained at an acceptable level.
- **Senior Officers and Other Leaders**: who need timely and relevant intelligence to make operational decisions and to make best use of resources in order to meet customer's needs and deliver on the Council's priorities.
- **Council Employees**: who need timely and relevant intelligence in order to deliver effective services and manage their own performance.

ii.   Related Documentation

Due to the broad range of stakeholders, there are a number of hyperlinks included in the framework that will be available to everyone (e.g. publicly available information held on the council's website linked to strategies, policies, plans, regulations and guidance); and also a number of hyperlinks that will only be available to council employees (e.g. information held on the council's intranet used by its employee's to support operational delivery).

iii.   Performance Reporting Calendar

A Performance Reporting Calendar to support operational delivery of the components forming part of this Performance Management Framework, will be put in place to ensure consistent application.

3. Accountability

Angus Council manages a broad and diverse range of services (often in partnership with others) for our citizens and, through these services, aims to support improved outcomes for the Economy, People and Place of Angus. Citizens engage with and experience council services in diverse ways at various levels. This places a series of different accountabilities for performance on the Council and its workforce.

i.   Accountability for Outcomes

A key role of the Council is to support the vision of the Angus Community Plan (ACP) and ensure Angus is '**a great place to live, work and visit**'. In order to realise this vision, the ACP sets out the long-term outcomes. The Council, in turn, sets out its own Council Plan which supports the Council's contribution to, and accountability for, delivering those outcomes. The Council Plan includes an additional outcome focussed on being an Efficient and Effective organisation.

Progress towards outcomes is reviewed jointly with our partners. Through our Angus Community Planning Partnership annual report, we capture and publicly report movements across all outcomes over time, as well as information on the various initiatives underway.

Through the governance arrangements of the Angus Community Planning Partnership (ACPP), performance in achieving outcomes is regularly monitored and assessed, which, in turn, directs future improvement activity. The Council monitors and scrutinises the achievement of outcomes through consideration of:

- the Angus Community Planning Partnership Annual Performance Report
- The Council Plan Annual Performance Report
- Performance scorecards on the 'How we perform' section of the council website

ii.   Accountability for Service Performance

The Council delivers services every day to citizens and internal colleagues. It is accountable for ensuring that these services meet citizens' needs; are

efficiently managed; and meet performance standards set through legislation, regulation and policy.

Under Best Value legislation and guidance all councils have a statutory duty, and are accountable, for achieving continuous improvement in the delivery of services. Planned improvements need to be evidence based, systematic and aligned to agreed outcomes.

The Accounts Commission has a statutory power to define the performance information that councils must publish for performance comparison and benchmarking purposes. It fulfils this power by issuing a Statutory Performance Information (SPI) Direction to councils.

The operating environment for councils, including the increasingly challenging financial position, means that councils must continually be changing and transforming their approach to service delivery.

While improvement and minor change can largely be undertaken as part of 'running the business', major change and transformation requires a different set of controls to manage the transition and deliver the intended benefits. These different perspectives on accountability require tailored arrangements to effectively manage performance relating to 'run the business' and 'change the business', as illustrated below.
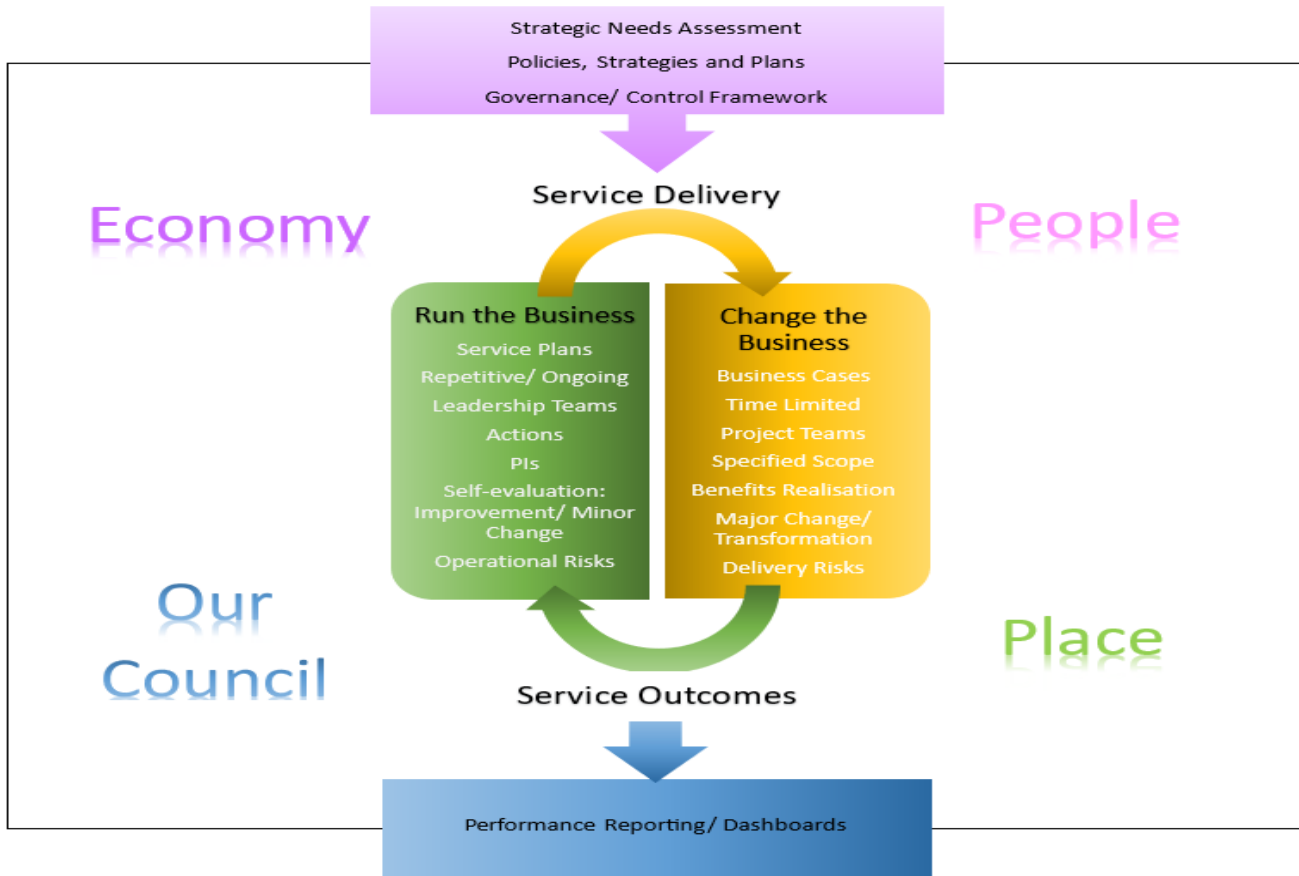
iii.   Governance Framework

The internal Council Governance Framework comprises a number of components, including the Local Code of Corporate Governance which sets out the core principles of good governance and the key policies, procedures and structures.

The core constitutional documents of the Council are referred to as the Scheme of Governance which include: Standing Orders, Committee Terms of Reference, Scheme of Delegation to Officers, Protocol for Relations between Councillors and Employees, and Procurement Standing Orders.

The organisational layers that support the implementation of corporate controls, linking strategic policy (agreed by Council and Committees) to operational delivery (by Council Resources) are illustrated below.

The Corporate Oversight Group layer includes the Performance Led (PLED) Council Board, along with a range of other corporate groups covering risk management, information governance, corporate governance, equalities, health & safety and procurement. There are also a range of specific project and programme boards to manage change/ transformation.

These Corporate Oversight Groups layer is considered to be pivotal in managing the interface between Directorate/ Service functions and the Corporate Leadership Team/ Change Board.

Each of the Council's Directorates and their associated service area functions are responsible for the delivery of services to citizens and are accountable for their performance. This responsibility covers both **'running the business'** and **'changing the business'**.

Monitoring and reporting is undertaken by each of the Corporate Oversight Groups in the context of their own remit.

The framework below sets out the assurance measures required to ensure that performance, change and risk management matters are being given the relevant level of scrutiny, reporting and escalation (when required), and considered at the most relevant level within the Council's overall governance framework.

4. 'Run the Business'

i.   Council Resources (Workforce, Buildings, Equipment and Money)

A significant resource at the council's disposal is the workforce who bring the council services to life. The way to support our people to deliver is through our Quality Conversations process that encourages ongoing reflection and discussion, not only on contribution, but also on the more personal elements that build trust and engagement and drive motivation and performance.

A significant range of other performance related guidance is available on the Council's intranet for managing council resources, and the key areas include:
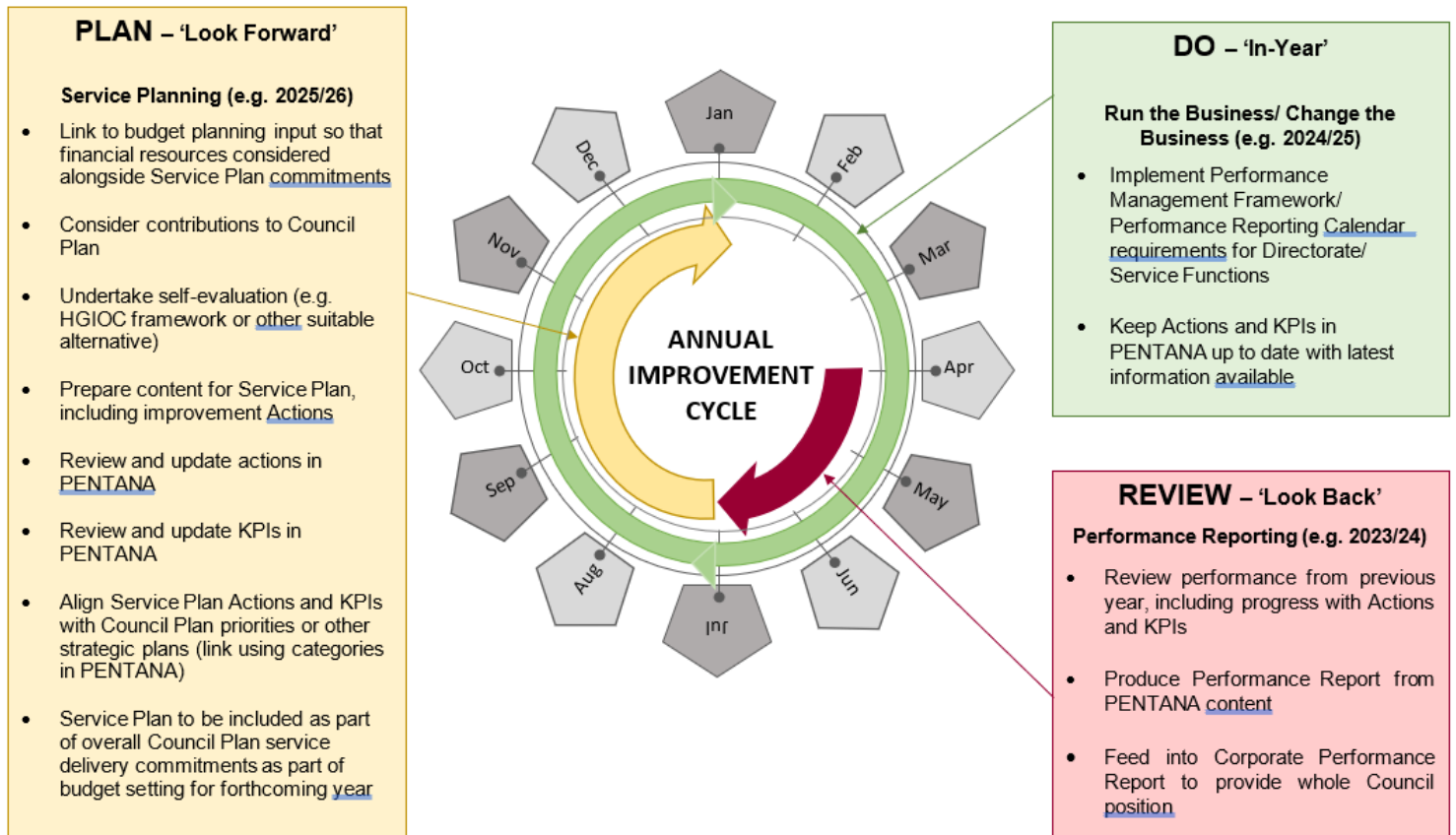
- Employee Matters
- Fit for the Future
- Financial Regulations - September 2021 (revised March 2023)

Compliance with these requirements is a matter for each job role across the whole council resource, in accordance with the specific Job Outline. Procedures to consider matters within that operational environment are determined through each Directorate's operational Scheme of Delegation.

ii.   Directorate and Service Functions

Directorates and their associated service functions (as set out in **Appendix 1**) are responsible for preparing (where relevant), monitoring and reviewing all performance management information (the "Performance Items") that are relevant (potentially part of their leadership/ management team meetings), in accordance with the Performance Reporting Calendar. The Performance Items will cover the relevant aspects of:

- the **Plan-Do-Review** requirements as set out in the Annual Improvement Cycle as specified in the illustration below;
- the various **corporate performance** items set out in **Appendix 2a**;
- the various service performance items set out in **Appendix 2b**;
- **statutory returns** (where applicable); and
- the identification and delivery of **improvement and minor change projects** that are outwith the scope of the Change Programme – this should adopt the guidance set out in the Improvement/ Change/ Transformation Tools (section 8 refers).

PLAN – 'Look Forward'

Service Planning (e.g. 2025/26)

- Link to budget planning input so that financial resources considered alongside Service Plan commitments

- Consider contributions to Council Plan

- Undertake self-evaluation (e.g. HGIOC framework or other suitable alternative)

- Prepare content for Service Plan, including improvement Actions

- Review and update actions in PENTANA

- Review and update KPIs in PENTANA

- Align Service Plan Actions and KPIs with Council Plan priorities or other strategic plans (link using categories in PENTANA)

- Service Plan to be included as part of overall Council Plan service delivery commitments as part of budget setting for forthcoming year

DO – 'In-Year'

Run the Business/ Change the Business (e.g. 2024/25)

- Implement Performance Management Framework/ Performance Reporting Calendar requirements for Directorate/ Service Functions

- Keep Actions and KPIs in PENTANA up to date with latest information available

REVIEW – 'Look Back'

Performance Reporting (e.g. 2023/24)

- Review performance from previous year, including progress with Actions and KPIs

- Produce Performance Report from PENTANA content

- Feed into Corporate Performance Report to provide whole Council position

ANNUAL IMPROVEMENT CYCLE

Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec

In addition, the Directorate and Service Functions Performance Items shall also take cognisance of the following (where relevant):

- **National Performance Framework**: align services with national standards and expectations.
- **National Policies, Strategies and Plans**: take cognisance of national policies, strategies and plans.
- **Local Policy, Strategies and Plans**: take cognisance of local policies, strategies and plans.
- **External Inspections**: being prepared for inspections and ensuring readiness.
- **Customer Engagement, Consultation and Feedback**: actively engaging and consulting with customers to gather feedback to improve services.
- **Benchmarking using External Data Sources**: using national data sets that can assist with identifying areas for improvement and change. For example, the Local Government Benchmarking Framework (LGBF), the Scottish Government Insight Tool and the Association for Public Service Excellence (APSE).
- **Outcomes/ Impact**: focus on achieving positive outcomes in line with the Angus Community Plan and identifying the impacts the use of our

resources is having towards achieving those outcomes – this is particularly relevant to front-line service delivery.

The Service Functions identified in Appendix 1 are also classified by type – front-line service or support service – as not all elements outlined above will apply equally across the two types.

Each Service Function will complete a 'Run the Business'(RtB) Highlight Report for submission to the PLED Council Board in accordance with the Performance Reporting Calendar, covering all relevant aspects of the Performance Items.

The Service Function RtB Highlight Report will identify areas of performance variance which are out-with acceptable tolerances. These tolerances will be agreed by the PLED Council Board and the Corporate Leadership Team/ Change Board.

The RtB Highlight Report should be available five clear working days in advance of the PLED Council Board meeting.

iii.   PLED Council Board

The PLED Council Board will be chaired by a member of the Corporate Leadership Team (CLT). A depute chairperson will also be identified from CLT.

The PLED Council Board will include in its Terms of Reference the requirement to discharge the functions of monitoring, scrutinising and escalating to the Corporate Leadership Team (when required) specific 'exceptions' in relation to the Directorate/ Service Function level performance.

The PLED Council Board will convene on a bi-monthly basis and consider the 'RtB' Highlight Reports submitted by the Service Functions.

The chair of the PLED Council Board will consider the matters being highlighted and decide if any specific 'exceptions' require to be escalated to the Corporate Leadership Team and include this on a PLED Council Board 'Exceptions' Highlight Report.

iv.   Corporate Leadership Team

The Corporate Leadership Team (CLT) will scrutinise the matters included in the PLED Council Board 'Exceptions' Highlight Report. This will be submitted to CLT on a bi-monthly basis, and will be presented by the PLED Council Board chairperson (or depute).

The response may include escalation to Committee or Council, or provide direction back to the Directorate/ Service Function level in order to address the issues(s) highlighted.

In some cases this may trigger the initiation of improvement or minor change action at Service Function level, or potentially the issue may require an intervention that requires to be escalated as a major change/ transformation initiative and managed as part of the 'Change the Business' performance controls.

v.   Timetable of Performance Reporting

Performance reporting between the respective organisational levels of governance will be in accordance with the timelines set out below.
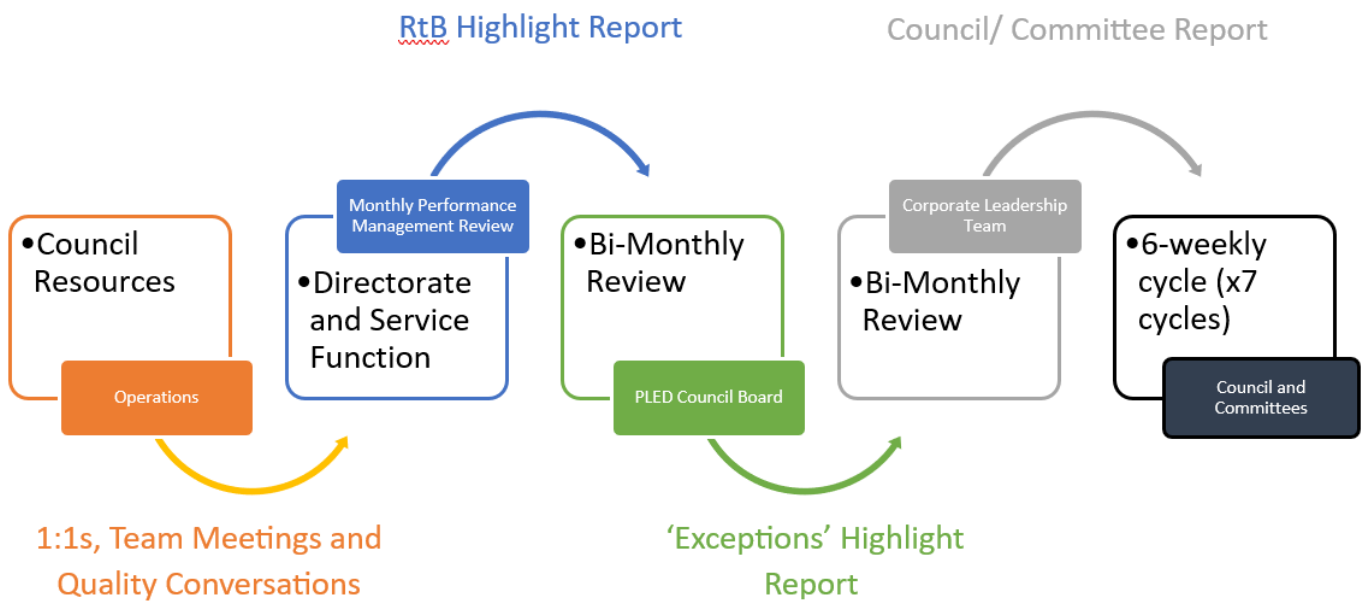
The full details of reporting commitments and timescales are specified in the Performance Reporting Calendar.

5. 'Change the Business'

i.   Major Change/ Transformation Initiatives

Major Change and Transformation initiatives will be managed through the Council's Change Programme. These require to be controlled in a governance environment that is out-with but parallel to the 'run the business' cycle.

These initiatives will mostly be resourced through the 'run the business' staff resource, therefore the allocation of staff resource for this purpose needs to be considered against: (i) impact of less resource on 'run the business' activities; and (ii) timescale within which the change is required to be delivered.

The recruitment or procurement of additional resource to support a major change/ transformation initiative may be required, but this will require a robust business case to justify the additional resource commitments and return on that investment (RoI).

### ii.   Change Board and Project/ Programme Specific Boards

The Council's strategic control mechanism for leading the Change Programme is provided by the Change Board (Chaired by the Chief Executive and with all Director membership). The Terms of Reference for the Change Board are agreed by the Policy & Resources Committee.

At Corporate Oversight Group level, Project/ Programme Specific Boards are required to support the delivery of major change/ transformation initiatives, and these require to have relevant governance arrangements and Terms of Reference to provide the appropriate level of assurance required to successfully deliver the respective initiatives. The arrangements are illustrated below.
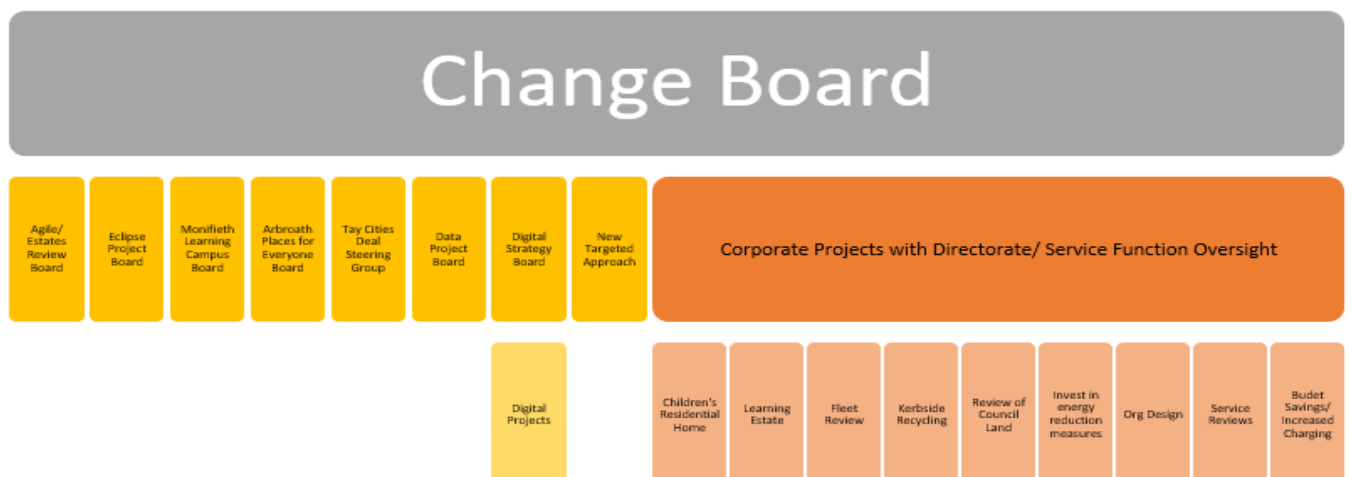
iii.   Change Programme Performance Model

The Change Programme performance model comprises 12 management practices grouped within two cycles (as illustrated below), which is in accordance with best practice guidance provided by AXELOS Management of Portfolios.
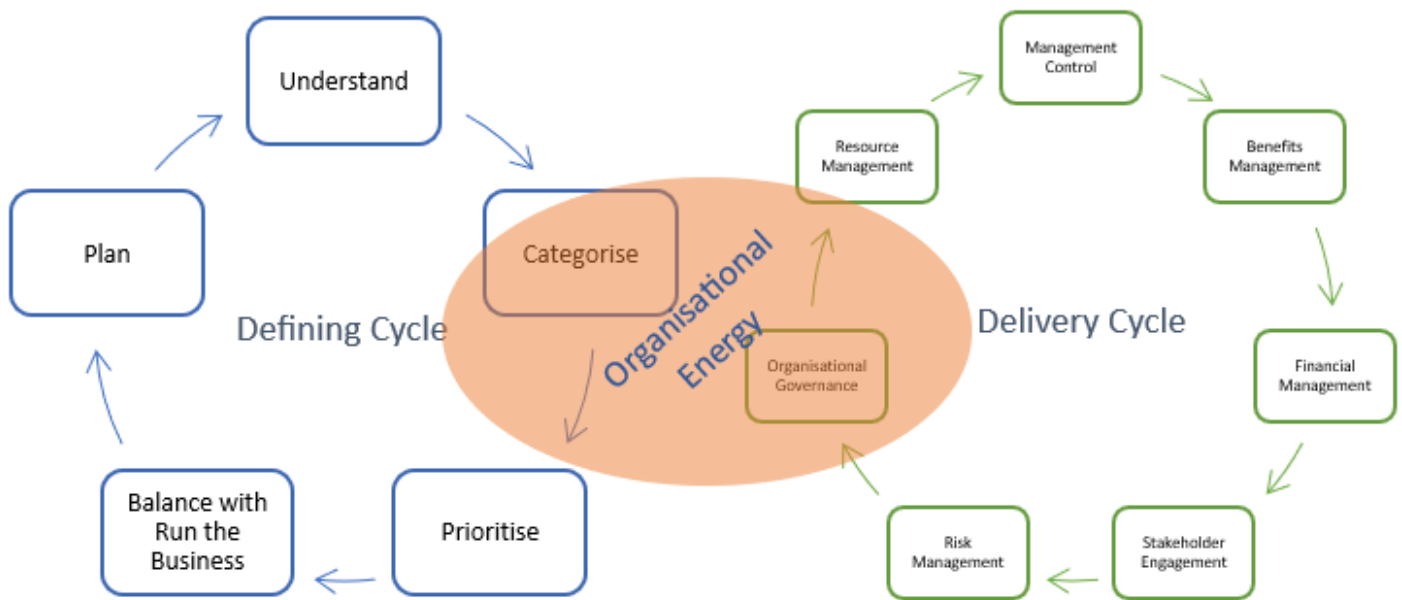
The principles of these management practices, along with their practical application in relation to the Change Programme, are summarised in **Appendix 3**.

iv.   Assessment Criteria

The assessment criteria to help establish when an initiative should be included in the Change Programme, or alternatively, in a Directorate/ Service Function Service Plan is illustrated in the table below.

Criteria	Service Plan	Change Programme
Resource (budget & staffing)	Minimal; in-service	Substantial; cross-service
Interdependencies	Service level	Council level
Cashable savings	£0 - <£20,000 from service budget	≥£20,000
Risks	Low	Medium to high
Outputs, outcomes and benefits	Service specific	Council wide
External partners	No	Yes
Dedicated project management/support required	No	Yes
Approval	Director sign-off	Change Board approved business case
Governance	Directorate	Change Board

The criteria are intended as a guide to aid assessing whether an initiative should be included in the Change Programme rather than fixed thresholds for decision-making. Change Board will have ultimate say in the selection of Change Programme projects.

v.   Delivering the Major Change/ Transformation

Delivering the major change/ transformation initiatives as part of the Change Programme should follow the guidance set out in the 'tools for the job' (section 8 refers).

These 'tools for the job' similarly apply to delivering an improvement/ minor change as part of and Directorate/ Service Function Service Plan – it is only the overarching performance management control framework that is different.

6. Managing Risk across the Organisation

Managing risk across the organisation is also critical to effective performance – risks can and do sometimes impact on performance and achievement of objectives. This is controlled in accordance with the principles set out in the following documents:

- Risk Management Strategy
- Risk Management Process

In addition, the Council is currently progressing improvement activity in relation to Risk Appetite, which will assist in the prioritisation/ de-prioritisation of resources.

Key to the management of risk is the risk management structure which sets out the layers of risk management within the organisation, from operational up to strategic as set out below.
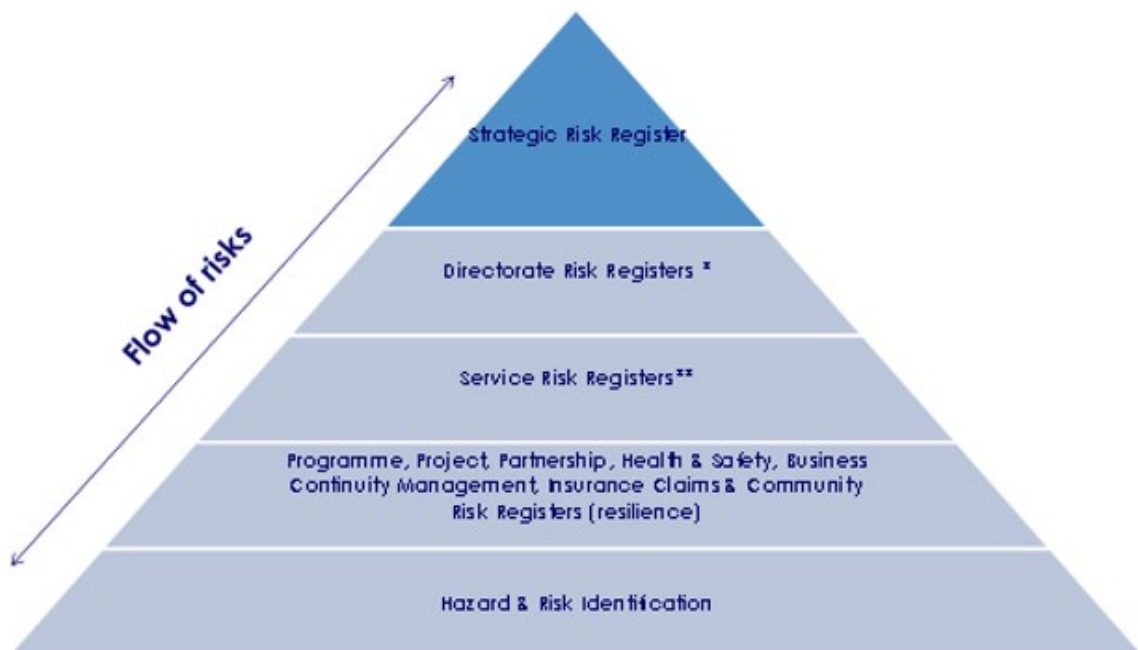
The interconnectivity of the risk management information held within each of these organisational layers is managed through the governance structure set out below.
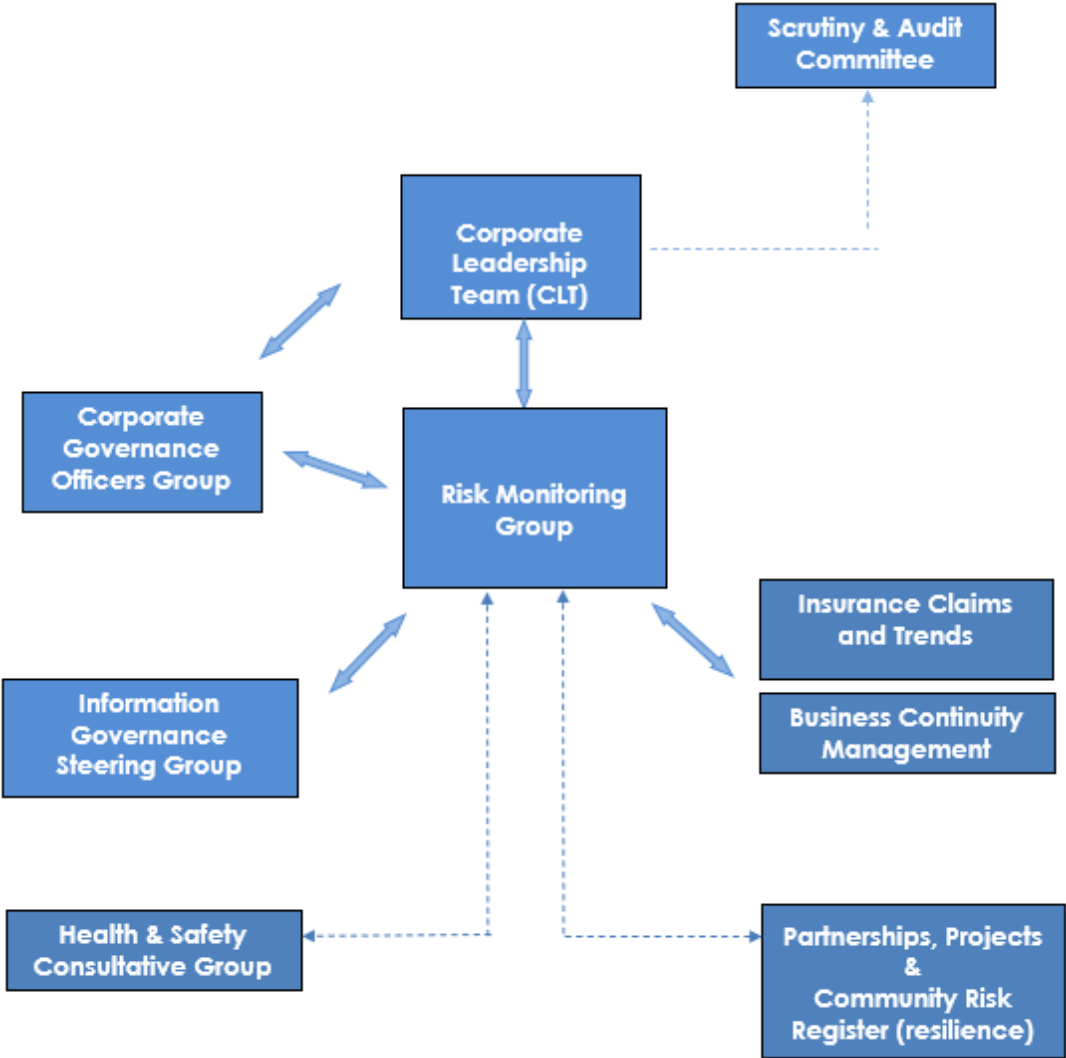
7. Council and Committees/ Public Performance Reporting

There are a range of public performance reports considered by elected members that cover: (i) Corporate Performance across all council services; and (ii) Service Performance that relates to specific Directorates and Service Functions or specific areas of work.

The details of these reports, along with the committee(s) who have the associated remits to consider these reports are detailed in **Appendices 2a and 2b**.

These Appendices also include details of the internal groups where the information to complete these reports is also considered to provide the appropriate level of governance and assurance.

Performance reporting arrangements also include internal reports relating to operational matters (corporate and service specific), along with statutory reports to a variety of external bodies (e.g. Scottish Government), some of which are thereafter reported publicly by the external body to present a national overview.

The full suite of reporting is captured in the Performance Reporting Calendar.

Elected member feedback on the Performance Management Framework (PMF) overall will be sought during the initial 6-month period of implementation so that feedback can also be factored into the ongoing development of the PMF.

This could potentially include additional committee reporting requirements to be included in the Performance Reporting Calendar.

It is also noted that reporting to specific committees of the council can change in accordance with any revisions to the Scheme of Governance: Committee Terms of Reference.

8. 'Tools for the Job'

i.   Systems/ Applications

Pentana by IdeaGen serves as Angus's central repository for capturing and presenting both strategic and Directorate/ Service Function performance information. This is a fundamental and critical part of Angus's Performance Management Framework.

This centralised approach to data management ensures consistent and transparent access to performance data across different Directorates/ Service Functions/ Teams.

The software's monitoring and reporting capabilities enable up-to-date tracking of key performance indicators (KPIs), providing the evidence base for reporting both good and deteriorating performance.

It does however rely on staff input to keep information up-to-date.

Portals and reports can be established to generate key information for reporting to the PLED Council Board, CLT/ Change Board and Committees.

The landing page illustrated below provides gateway access to the Actions, KPIs and Risks that are the key elements for reporting performance in the context of both 'running the business' and 'changing the business'.
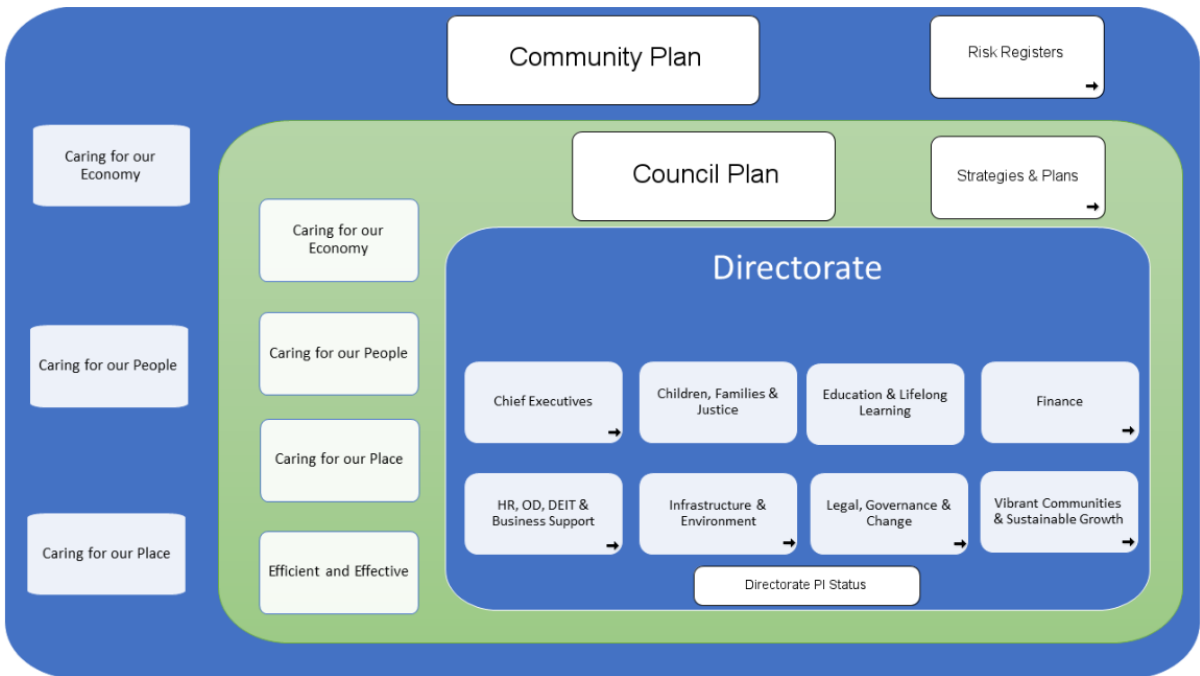
The Pentana user manual provides a 'user-friendly' guide and is available by following this hyperlink [to be added].

Power BI by Microsoft is an emerging tool with a vast array of capabilities to manage and present large datasets in a way that assists with the analysis of performance trends and patterns.

The council's use of Power BI technology is currently limited, constrained by licensing costs and staff skills availability. Examples have however been piloted and the Improvement Services is using this tool nationally to support the Local Government Benchmarking Framework (LGBF) data set (hyperlink). This is illustrated below.

While Pentana is the council's 'business critical' performance management framework system, Power BI will continue to feature in potential 'Use Cases' where its use could improve reporting arrangements to identify performance variation and trend patterns.

ii.   Improvement/ Change/ Transformation Tools

A wide range of 'tools' to support improvement, change and transformation initiatives are available, including:

- Change Programme intranet page, with hyperlink to project management life cycle and associated templates

- Managing Workforce Change intranet page, with hyperlink to Service Reviews guidance and documentation and templates

- Service Design guidance on the Always Learning platform

- Business Improvement Pathway [guides and toolkits](#), including [LEAN guidance](#)

- [Leading to Change intranet page](#), supporting the human side of managing change and transformation

9. Conclusion

This Performance Management Framework (PMF) sets out a range of improvements to how performance is monitored, reported and scrutinised across the Council, building on the current PLED approach.

The key changes and improvements to operating arrangements (compared to pre 1st January 2025) introduced by the PMF include:

- Clearer oversight of the complex environment that the Council operates in, including the needs of customers, elected members and employees;

- Clearer descriptions of accountabilities including outcomes, service performance, and the overall governance framework, setting out the main organisational layers;

- A list of key Performance Items as a reference point to assist services prioritise performance management matters in relation to 'running the business';

- Introducing an operational Performance Led Council Board with the remit to monitor, scrutinise and escalate (when required) emerging issues to the Corporate Leadership Team/ Change Board;

- A new Performance Reporting Calendar that will cover corporate, service and statutory performance reporting requirements/ timings;

- Further guidance on the approach to 'changing the business', including assessment criteria to guide whether an initiative should be included in the Change Programme;

- Clearer integration for managing risk across the organisation; and

- Further information in relation to the 'Tools for the Job', including specific reference to the requirement for all services to utilise Pentana as a fundamental and critical part of their obligations to deliver the requirements of the PMF.

Key to the success and impact of the PMF is the timely availability of key information to provide a sharper focus and early identification of performance variation that requires specific attention and potential intervention for improvement/ change, including (where applicable) input from elected members in the context of their scrutiny, strategy and policy decision-making role.

The Performance Reporting Calendar will be brought into operation from 1st January 2025.

Appendix 1

Directorates and Service Functions

Directorate	Service Functions	Service Type (Front-line Service or Support Service)
Chief Executive's	Chief Executive and Depute Chief Executive	Front-line Service and Support Service
	Communications	Mainly Support Service – social media is Front-line Service
	Internal Audit	Support Service
Finance	Finance	Support Service
	Revenues, Benefits & Welfare Rights	Front-line Service
	Risk & Insurance	Support Service
Legal, Governance & Change	Democratic, Members Services & Elections	Mainly Support Service – Elections is Front-line Service
	Governance, Change & Strategic Policy	Support Service
	Legal & Procurement	Mainly Support Service – Licensing and Registrars are Front-line Services
HR, OD, BS, DE, IT	Digital Enablement & IT	Support Service
	HR, OD, BS and Health & Safety	Mainly Support Service – ACCESS Line is Front-line Service
Children, Families & Justice	Child Protection & Review	Front-line Service
	Justice	Front-line Service
	Localities	Front-line Service
	Resources	Front-line Service
Education & Lifelong Learning	Additional Support Needs & GIRFEC	Front-line Service
	Early Years & Early Intervention	Front-line Service
	Primary, Broad General Education	Front-line Service
	Secondary & Lifelong Learner Journeys	Front-line Service

Directorate	Service Functions	Service Type (Front-line Service or Support Service)
Infrastructure & Environmental Services	Assets	Mainly Support Service – some aspects Front-line Service
	Capital Projects	Support Service
	Environmental Services	Front-line Service
	Roads & Transportation	Front-line Service
Vibrant Communities & Sustainable Growth	Environmental & Consumer Protection	Front-line Service
	Housing	Front-line Service
	Planning & Sustainable Growth	Front-line Service
	Vibrant Communities	Front-line Service
	Resilience	Mainly Support Service

Appendix 2a

List of Abbreviations

Note: this list is also applicable to Appendix 2b

Abbrev	Name
ACC	Angus Council Committee
ACPP	Angus Communities Planning Partnership
AS	Audit Scotland
CB	Change Board
CEG	Corporate Equalities Group
CGOG	Corporate Governance Officers Group
CLT	Corporate Leadership Team
CoA	Controller of Audit
COMM	Communities Committee
CPC	Child Protection Committee
CPMG	Capital Projects Monitoring Group
FEJ	Family, Education and Justice Committee
HSCG	Health & Safety Consultative Group

Abbrev	Name
IGSG	Information Governance Steering Group
IS	Improvement Service
LRP	Local Resilience Partnership
P&R	Policy & Resources Committee
PB	Project Board
PBSG	Policy & Budget Strategy Group
PLED	Performance Led Board
RMG	Risk Management Group
S&A	Scrutiny & Audit Committee
SG	Scottish Government
SLT	Senior Leadership Team (Directorate / Services)
UKG	UK Government

Corporate Performance Reports

Performance Report	Report Lead	Report Data content	Report Type	Report to
Capital Budget Monitoring	Finance	General Fund, HRA	Integra / Committee Report	SLT / CPMG / P&R / COMM
Directorate/ Service Function Risk Register	Finance	Latest Directorate/ Service RR	Pentana / Committee Report	SLT / RMG / S&A
Long Term Affordability of the General Fund Capital Plan	Finance	Latest update	Committee Report	ACC
Angus Council Performance Annual and Updates	Governance, Change & Strategic Policy	Latest Performance and trends, interventions, risks	Pentana / Committee Report	SLT / PLED / CLT / S&A / ACC
Health, Safety & Wellbeing	H&S Team	No of Accidents, categories etc by Directorates	SHEassure / Committee Report	SLT / HSCG / CLT / S&A
Workforce Data	HR, OD & Business Support	FTE, Headcount, Sickness Absences,	Resourcelink / Committee Report	SLT / CLT / P&R / S&A
Fraud Investigations	Internal Audit	Latest Investigations, Moneys reclaimed and outstanding actions	Briefing Paper / Committee Report	CLT / S&A
FOI Requests	Legal & Procurement	Total Received, Directorate totals, % completed in timescale, late by less than 7, more than 7	Pentana / Committee Report	SLT / IGSG / CLT / S&A

Performance Report	Report Lead	Report Data content	Report Type	Report to
GDPR Data Breaches	Legal & Procurement	Total number in latest period, trend and top 5 reasons, lessons learned	Pentana / Committee Report	SLT / IGSG / CLT / S&A
Community Plan Performance Update	Vibrant Communities	Latest Performance and trends, interventions, risks	Pentana / Committee Report	SLT / PLED / CLT / S&A / P&R
Revenue Monitoring & Renewal and Repair Fund Position	Finance	Provides revenue budget performance information showing the latest projected year-end position for each main council service area, gives a brief explanation of significant variances and provides an update on expenditure funded through the Council's Renewal and Repair Funds	Integra / Committee Report	SLT / CLT / P&R / COMM
External Audit Actions	Finance	External Auditor annual audit plan, Financial Statements, other Documents, Best Value	Committee Report	S&A
Corporate Risk Register	Finance	Latest Corporate RR update	Pentana / Committee Report	RMG / CLT / S&A
Treasury Management Annual Report	Finance	Arrangements, activity and performance	Committee Report	S&A / ACC
Treasury Management Mid-year Review	Finance	Arrangements, activity and performance	Committee Report	ACC
Final Revenue Budget	Finance	Provides an update on the General Resource Grant and the Corporate revenue budgets	Committee Report	P&R

Performance Report	Report Lead	Report Data content	Report Type	Report to
Financial Outturn and Draft Annual Accounts	Finance	Provides details of the unaudited financial outturn position on both a revenue and capital basis and an update regarding the draft Annual Accounts	Committee Report	P&R
Detailed Risk Reporting	Finance	Risk Specific	Pentana / Committee Report	S&A
Audited Annual Accounts	Finance	Covers Audit Scotland's Annual Audit Report to Members on the Audit of Angus Council and Angus Council Charitable Funds	Committee Report	S&A / ACC
Local Government In Scotland - Financial Bulletin	Finance	Covers the annual Accounts Commission's Local Government in Scotland Financial Bulletin	Committee Report	S&A
Change Programme	Governance, Change & Strategic Policy	Project Updates, Exceptions, Issues	Pentana / Committee Report	SLT / PB / CB / PBSG/ P&R / S&A
Corporate Governance Actions (including BV actions)	Governance, Change & Strategic Policy	Reported alongside Internal Audit, Best Value, External Audit actions	Pentana / Committee Report	CLT / S&A
Corporate Governance: Assurance Statement	Governance, Change & Strategic Policy	Latest position	Briefing Paper / Committee Report	CGOG /CLT / S&A
Best Value Thematic Work	Governance, Change & Strategic Policy	Latest Audit report and finds	Committee Report	S&A / P&R
Local Government Benchmarking Framework (LGBF)	Governance, Change & Strategic Policy	Latest Performance and trends	LGBF Portal/ Committee Report	SLT / CLT / PLED / S&A

Performance Report	Report Lead	Report Data content	Report Type	Report to
Equalities Mainstreaming Report	HR, OD & Business Support	Biennial Report	Committee Report	P&R
Internal Audit Actions	Internal Audit	Reported alongside Internal Audit, Best Value, External Audit action through Pentana	Pentana / Committee Report	CLT / S&A
Scrutiny & Audit Committee Annual Report	Internal Audit	Self-Assessment Report	Committee Report	S&A / ACC
Internal Audit Annual Report & Review of Corporate Governance	Internal Audit	Service Leader Internal Audit's Internal Audit Annual Report and independent assurance opinions in relation to the overall corporate governance arrangements, risk management and internal controls	Committee Report	S&A
Counter Fraud Review	Internal Audit	Provides a summary of the work undertaken by the Corporate Fraud Team (CFT) during the previous financial year	Committee Report	S&A
National Fraud Initiative Update	Internal Audit	Provides members with a final update on the outcomes of NFI	Committee Report	S&A
Reports Relevant to the Work of the Scrutiny and Audit	Internal Audit	Advises members of reports submitted to other Angus Council committees, the Council, and partner bodies that are relevant to the work of the Scrutiny and Audit committee	Committee Report	S&A
Customer Compliments and Complaints	Legal & Procurement	Total Received, Category, Timescales	Granicus / Committee Report	SLT / CLT / S&A
Customer Compliments and Complaints Annual	Legal & Procurement	Total Received, Category, Timescales	Granicus / Committee Report	S&A

Performance Report	Report Lead	Report Data content	Report Type	Report to
Regulation of Investigatory Powers (Scotland) Act 2000 - Annual Report	Legal & Procurement	Review of the Council's "Policy and Guidelines on the Use of Covert Surveillance and Covert Human Intelligence Sources" and "Surveillance Through Social Media Policy"	Committee Report	S&A / P&R
Angus Sustainable Energy and Climate Change Action Plan Progress Report	Planning & Sustainable Growth	Latest Performance and trends, interventions, risks	Committee Report	P&R / ACC
Public Bodies Climate Change Duties	Planning & Sustainable Growth	Overview of the Council's compliance with its climate change duties; and progress made in relation to the Council's measures to improve performance relating to sustainability and climate change	Committee Report	ACC
Scottish Biodiversity Duty Report	Planning & Sustainable Growth	Progress in terms of statutory functions required by the Nature Conservation (Scotland) Act 2004 and the Wildlife and Natural Environment (Scotland) Act 2011	Committee Report	ACC
Tayside Biodiversity Action Plan	Planning & Sustainable Growth	Progress on the delivery of the Tayside Local Biodiversity Action Plan	Committee Report	ACC
Transition to Net Zero Action Plan: 2022 to 2030 Annual Progress	Planning & Sustainable Growth	Latest Performance and trends, interventions, risks	Committee Report	P&R
Local Development Plan Action Programme / Delivery Programme	Planning & Sustainable Growth	Delivery Programme for the Angus Local Development Plan which details the actions required, timescales, lead and supporting partners and progress in the delivery of the Plan	Committee Report	ACC

Performance Report	Report Lead	Report Data content	Report Type	Report to
Community Plan Annual Performance Report	Vibrant Communities	Latest Performance and trends, interventions, risks	Pentana / Committee Report	SLT / PLED / CLT / S&A / P&R
UK Shared Prosperity Fund Update Report	Vibrant Communities	Update on the delivery of the UK Shared Prosperity Fund (UKSPF) and Investment Plan for Angus	Committee Report	P&R

Appendix 2b

Service Performance Reports

Performance Report	Report Lead	Report Data content	Report Type	Report to
AHSCP Annual Performance	Angus Health & Social Care Partnership	Latest Performance and trends, interventions, risks	Committee Report	S&A
Interim Performance Update - Angus Advocacy Strategic Framework	Angus Health & Social Care Partnership	Provides an update on the progress of the Angus Advocacy Strategic Framework	Committee Report	FEJ
Angus Violence against Women Partnership Annual Report	Children & Families	Latest Performance and trends, interventions, risks	Committee Report	S&A / FEJ
Angus Adult Protection Committee Annual Report	Children & Families	Latest Performance and trends, interventions, risks	Committee Report	S&A / FEJ
Chief Social Work Officer Annual Report	Children & Families	Latest Performance and trends, interventions, risks	Eclipse / Committee Report	SLT / FEJ / S&A
Angus Child Protection Committee Annual Report	Children & Families	Latest Performance and trends, interventions, risks	Eclipse / Committee Report	S&A / FEJ
Adult Protection Multi-Agency Biennial report	Children & Families		Committee Report	FEJ
Bairns Hoose Update Report	Children & Families	Update relating to the planning and development of the Bairns' Hoose pathfinder programme in Tayside	Committee Report	FEJ
Children, Families & Justice Improvement Plan 2024-2027	Children & Families	Children, Families and Justice (CFJ) Improvement Plan for 2024 – 27	Committee Report	FEJ

| Performance Report	Report Lead	Report Data content	Report Type	Report to
Angus Adoption Agency Report	Children & Families	Provides an overview of Angus Council's ability to provide an effective service for children, foster carers, kinship carers and adoptive parents	Committee Report	FEJ
Angus Education Plan	Education & Lifelong Learning	An update on the AEP actions from PY and an update to the plan for CY	Committee Report	FEJ
Tayside Plan for Children, Young People and Families	Education & Lifelong Learning	Update on the progress made towards the priorities in the Tayside Plan for Infants, Children, Young People and Families 2023-2026	Committee Report	FEJ
Interim Performance Report - ELL	Education & Lifelong Learning	Provides a summary of Angus Council performance against the "core stretch measures" identified in the national Framework for Recovery and Accelerating Progress	Committee Report	FEJ
Housing Annual Assurance Statement & Performance and Improvement Plan Update	Housing	Update on the Council's performance in relation to housing services, and the action being taken to improve performance; and provides information to support members to agree the annual assurance statement required by the Scottish Housing Regulator (SHR)	Committee Report	Comm
Housing Capital Monitoring Report	Housing	Relates to the Housing Revenue Account (HRA) Capital performance	Integra / Committee Report	COMM
Local Housing Strategy	Housing		Committee Report	COMM
Angus Community Justice Partnership (ACJP) Local Area Report	Justice	Provides an overview of the work of the ACJP and priority areas moving into the next year	Committee Report	FEJ

Performance Report	Report Lead	Report Data content	Report Type	Report to
Justice Service Annual Report	Justice	Latest Performance and trends, interventions, risks	Committee Report	FEJ
ANGUS Alive Annual Performance Report	Legal & Procurement	Latest Performance and trends, interventions, risks	Committee Report	S&A
Tayside Contracts Annual Performance Report	Legal & Procurement	Latest Performance and trends, interventions, risks	Committee Report	S&A
Community Learning and Development (CLD) Plan	Vibrant Communities	Work undertaken in developing a new Community Learning and Development (CLD) plan for Angus for 2024-2027	Committee Report	FEJ

Appendix 3

Portfolio Management Practice

Introduction

The Change Programme 'Definition' and 'Delivery' performance model comprise 12 management practices grouped within two cycles (as illustrated below). The principles of these management practices are summarised in the following sections.
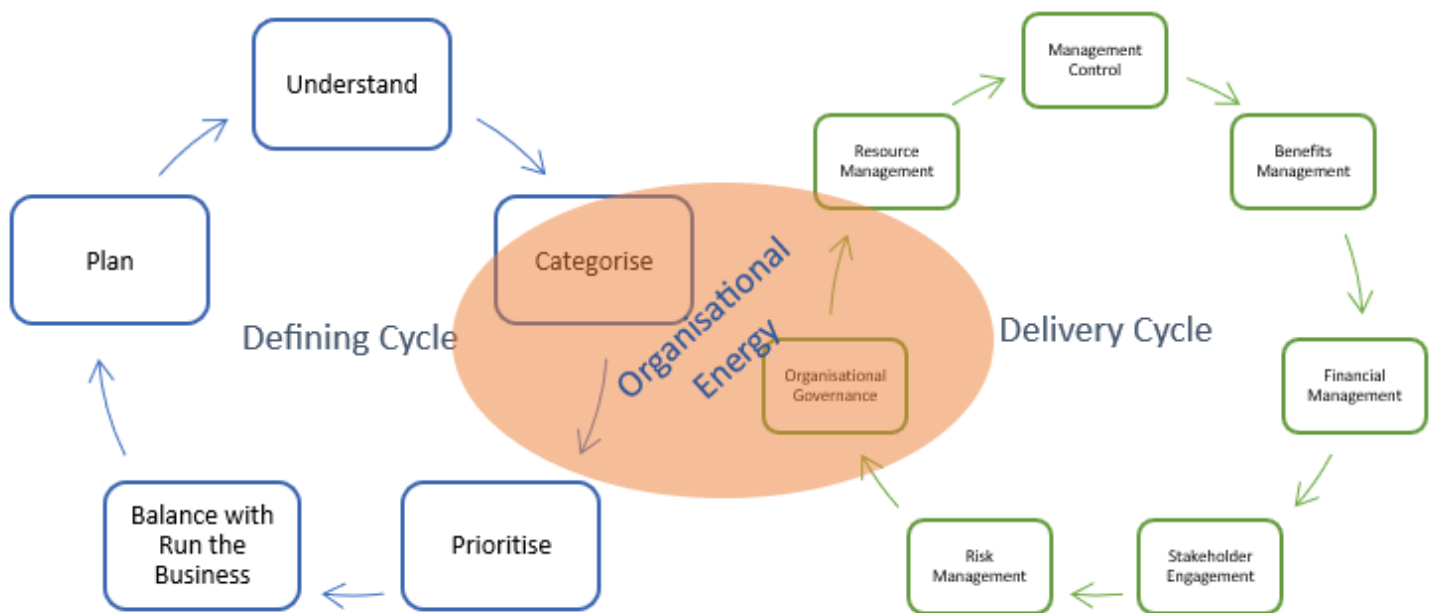
Defining Cycle

Understand

As part of the Council's strategic planning process, the Council needs to identify change projects to achieve the Council's strategic objectives.

As part of this process, the Change Board need to consider the existing Change Programme Initiatives (i.e. the Council's investment in programmes/ projects that contribute to the achievement of its strategic objectives) and those potentially to add as part of the Change Programme development pipeline (i.e. potential programmes and projects that have been identified but not yet progressed as Change Programme Initiatives).

This assessment will take cognisance of the performance of existing change initiatives and, looking forward, the forecast investment costs, benefits, and risks to delivery and benefits realisation of any potential new change initiatives (where applicable).

The Change Team will provide the appropriate support and advice for the Change Board to ensure it can maintain strategic oversight to support transformational change activity.

Categorise

Categorisation organises change initiatives into groups aligned with the Council's strategic objectives.

This assists with the management/ control of the overall Change Programme and helps inform decisions on prioritising, balancing and planning resources. It also enables effective management of Change Programme delivery, as it identifies the different types of changes without them being lost in the detail of the overall portfolio.

Prioritise

Prioritising ranks the change initiatives within the Change Programme based on relevant measures/ criteria. The purpose is to help the Change Board to identify which initiatives are the most appropriate to progress.

The methodology and criteria utilised to assess and prioritise potential new change initiatives is included as part of the business change process.

Balance

While the prioritisation methodology results in a greater understanding of the relative importance of potential new change initiatives, it is also important to ensure that the resulting Change Programme is balanced, taking cognisance of factors such as:

- timing
- coverage of all relevant strategic objectives
- impact across the business
- stage of initiative development
- overall risk/ return profile
- available resources

Plan

The plan is prepared to collate information derived from the Change Programme Definition cycle and create an overall Change Programme plan (i.e. the cumulative overview of all programme and project plans reflecting the key stages), which will require approval from the Change Board.

The Change Programme Delivery plan provides the baseline against which progress against plan will be monitored and reported. This will be supported through use of Council's 'Pentana' performance management system.

Delivery Cycle

Management Control

The Change Programme forms the baseline for what is to be delivered. The purpose of management control is to ensure that progress, at overall Change Programme level, is governed and regularly monitored against this baseline. This helps to ensure that delivery stays on track and that the Change Programme remains strategically aligned.

Benefits Management

The Change Programme benefits management framework is predicated on the benefits delivery plans which are an integral part of the project life cycle process. This provides a consistent approach to identifying and managing benefits to be realised from the overall Change Programme.

Financial Management

The Change Programme management processes and decisions are aligned to the Council's Financial Regulations and related policy/ process. The Change Fund has been established to allocate financial provision to support the progression of the Change Programme.

Investment bids to the Change Fund are required to be submitted using the Change Fund: Funding Request pro-forma to the Change Board for consideration.

Governance arrangements to administer the Change Fund are set out in specific Terms of Reference.

Risk Management

Risk Management practice is essential to ensure consistent and effective management of the Change Programme's exposure to risk at both programme/ project level and at a collective Change Programme level. This is crucial to the successful delivery of change initiatives, to delivery of the Change Programme as a whole, and ultimately the achievement of the Council's strategic objectives.

The effective management of dependencies is a critical part of the Change Programme delivery plan at all levels – be it project, programme or portfolio. If they are not managed effectively this can represent a serious risk to delivery, and to benefits realisation.

Accordingly, a key role of the Change Team is to ensure that project/ programme Leads are aware of, and take into consideration the scope of all relevant initiatives in the Change Programme, and pro-actively identify and manage dependencies.

Stakeholder Engagement

It is essential to provide a co-ordinated approach to stakeholder engagement and communication across the Change Programme, to ensure that the needs of stakeholders (both internal and external to the Council) are identified and managed appropriately.

Stakeholder support will only be gained through effective consultation and engagement in the definition and delivery of the Change Programme.

Organisational Governance

The Change Programme organisational governance framework is aligned with the wider Council governance structure. The main elements include:

- Description of the key processes and governance arrangements/ structures, as documented in this Change Programme performance management framework;
- Change Board Terms of Reference are agreed;
- The Project Life Cycle process including stage gates, are used to ensure that initiatives are appraised, prioritised, approved, monitored and evaluated consistently;
- Escalation paths with control/ tolerance limits (i.e. where performance deviates beyond a set limit, the matter needs to be referred to the next tier of governance) are clearly defined within each PID; and
- The change Team supports the implementation of the various processes – by monitoring their operation, reporting any non-compliance and providing an assurance on their effective operation.

Resource Management

There is a finite limit of Council resource available to deliver change initiatives across the Change Programme. Resource management is included in this performance management framework to understand and manage the amount of resource available and required to enable:

- More informed decisions concerning the initiation and scheduling of initiatives to match resource availability (including prioritisation);
- More efficient and effective use of available resources – including optimising the balance between 'running the business' and 'changing the business';
- Improved delivery since initiatives will be less likely to be held up by temporary resource shortages or bottlenecks; and
- Improved realisation of benefits as the scale and timing of change initiatives are pro-actively managed to ensure they are achievable.