

# Angus Council is Efficient and Effective

## Our Focus

In making Angus Council efficient and Effective, the Council agreed that:

### We will:

- ensure our workforce is supported through organisational change
- modernise our workforce and retrain staff where appropriate
- continue to develop our approach to agile working
- continue to develop 24/7 digital services to improve access to our services
- continue to support face to face appointments wherever possible
- deliver our change programme

## Performance Indicators

Performance indicators are included in the Council Plan 2023-2028 to provide a proxy measure of progress against each of the priority areas. Updates for each indicator are provided below.

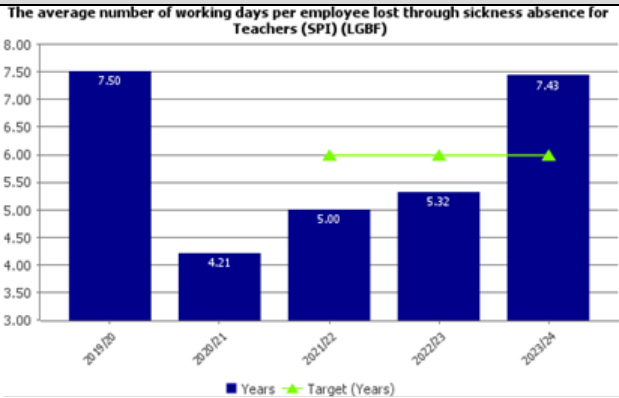
**Ensure our workforce are supported through organisational change**

**Performance Indicators**

**Performance Indicator and Trend Data**

**Commentary**

The average number of working days per employee lost through sickness absence for Teachers



**Short Term Trend**



**Long Term Trend**




The absence rate has increased for both staff groups, returning to pre-covid levels. This year absences due to covid have been included for the first time since the pandemic. Sickness absence due to stress and psychological reasons is the top reason for absence. Key reasons identified for the rise in absence relate to increased workloads, additional pressures, faster pace of change and higher expectations on service delivery. The cost-of-living crisis, industrial action and general economic uncertainty have also had an impact on people's health and wellbeing. Looking forward to 2024/2025 there are several significant developments that are likely to impact on the sickness absence rate as follows:

- the development of ResourceLink, our employee system will see sickness absence being reported directly onto the system. This may increase reporting and therefore absence statistics in 24/25  
the accuracy of reporting will be improved when working patterns are recorded on the system, workforce planning data information will inform and engage services more closely in absence management


**Ensure our workforce are supported through organisational change**

Performance Indicators	Performance Indicator and Trend Data		Commentary														
			<ul style="list-style-type: none"> <li>reducing budget and need to find savings will drive up more effective management of absence</li> <li>the service review of HR/OD may change approach to supporting services</li> </ul>														
<p>The average number of working days per employee lost through sickness absence for all other local government employees</p>	<p>The average number of working days per employee lost through sickness absence for all other local government employees (S(1) (LGBF))</p> <table border="1"> <caption>Data for Sickness Absence Chart</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2019/20</td> <td>13.46</td> </tr> <tr> <td>2020/21</td> <td>10.53</td> </tr> <tr> <td>2021/22</td> <td>10.02</td> </tr> <tr> <td>2022/23</td> <td>12.57</td> </tr> <tr> <td>2023/24</td> <td>13.98</td> </tr> <tr> <td>Target (Years)</td> <td>10.02</td> </tr> </tbody> </table>	Year	Value	2019/20	13.46	2020/21	10.53	2021/22	10.02	2022/23	12.57	2023/24	13.98	Target (Years)	10.02	<p><b>Short Term Trend</b></p> <p>↓</p>	<p>All as per commentary above</p>
Year	Value																
2019/20	13.46																
2020/21	10.53																
2021/22	10.02																
2022/23	12.57																
2023/24	13.98																
Target (Years)	10.02																
		<p><b>Long Term Trend</b></p> <p>↓</p>															

**Ensure our workforce are supported through organisational change**

Performance Indicators	Performance Indicator and Trend Data			Commentary
Staff feel proud to work for Angus Council (Employee Engagement Survey - Scale 0 to 10)	<b>No Data Available</b>			We reviewed our approach to employee engagement and now have four surveys spread through the year where we can focus on more specific areas of employee experience. This question has not been repeated in our series of surveys during 23/24.  A case study on our 'Fit for the Future' programme is provided below.
		<b>Long Term Trend</b>		

**Modernise our workforce and retrain staff where appropriate**

Performance Indicators	Performance Indicator and Trend Data			Commentary
Number of employees being retrained/reskilled	<b>No Data Available</b>			Although we support many employees to develop, this measure is not something we collect data on. We should remove it.
				<b>Short Term Trend</b>
		<b>Long Term Trend</b>		

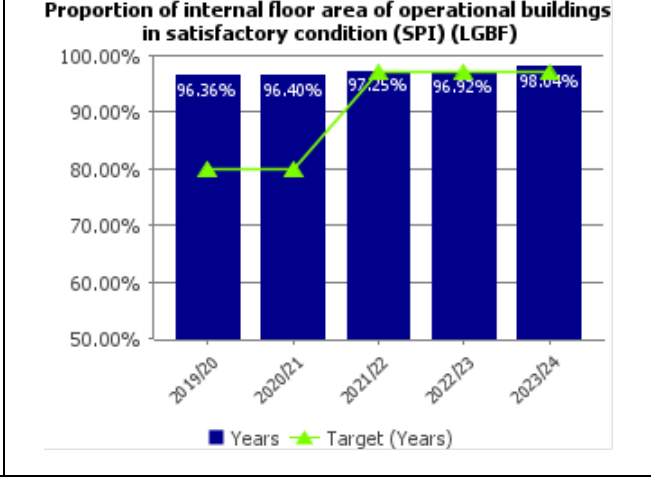
**Continue to develop our approach to agile working**

Performance Indicators	Performance Indicator and Trend Data		Commentary																		
Total number of operational buildings	<p><b>Total number of operational buildings (LGBF Data)</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2019/20</td> <td>144</td> <td>-</td> </tr> <tr> <td>2020/21</td> <td>145</td> <td>-</td> </tr> <tr> <td>2021/22</td> <td>140</td> <td>~145</td> </tr> <tr> <td>2022/23</td> <td>136</td> <td>~140</td> </tr> <tr> <td>2023/24</td> <td>129</td> <td>~135</td> </tr> </tbody> </table>	Year	Actual	Target	2019/20	144	-	2020/21	145	-	2021/22	140	~145	2022/23	136	~140	2023/24	129	~135	<p><b>Short Term Trend</b></p> <p>↑</p> <p><b>Long Term Trend</b></p> <p>↑</p>	Reduction in operational buildings in line with the ongoing agile programme and reduction of the Council's Estate.
Year	Actual	Target																			
2019/20	144	-																			
2020/21	145	-																			
2021/22	140	~145																			
2022/23	136	~140																			
2023/24	129	~135																			
Proportion of operational buildings that are suitable for their current use	<p><b>Proportion of operational buildings that are suitable for their current use (SPI) (LGBF)</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2019/20</td> <td>93.75%</td> <td>-</td> </tr> <tr> <td>2020/21</td> <td>93.79%</td> <td>-</td> </tr> <tr> <td>2021/22</td> <td>95.00%</td> <td>~96.00%</td> </tr> <tr> <td>2022/23</td> <td>95.53%</td> <td>~96.50%</td> </tr> <tr> <td>2023/24</td> <td>96.12%</td> <td>~97.00%</td> </tr> </tbody> </table>	Year	Actual	Target	2019/20	93.75%	-	2020/21	93.79%	-	2021/22	95.00%	~96.00%	2022/23	95.53%	~96.50%	2023/24	96.12%	~97.00%	<p><b>Short Term Trend</b></p> <p>↑</p> <p><b>Long Term Trend</b></p> <p>↑</p>	Slight increase in compliant buildings due to ongoing reduction in Council's operational Estate.
Year	Actual	Target																			
2019/20	93.75%	-																			
2020/21	93.79%	-																			
2021/22	95.00%	~96.00%																			
2022/23	95.53%	~96.50%																			
2023/24	96.12%	~97.00%																			

**Continue to develop our approach to agile working**

Performance Indicators	Performance Indicator and Trend Data	Commentary
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Proportion of internal floor area of operational buildings in satisfactory condition



**Short Term Trend**



**Long Term Trend**

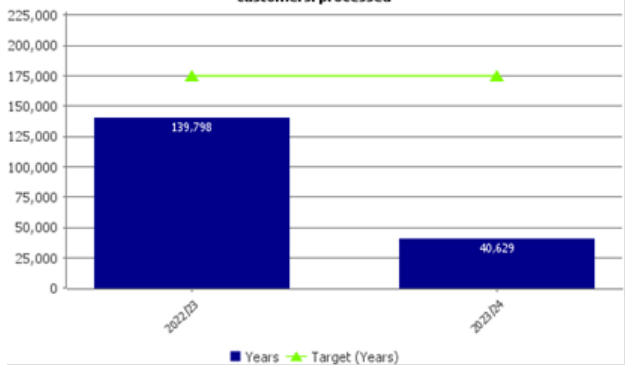



The proportion of internal floor area of operational buildings in satisfactory condition in Angus increased from 96.92% in 2022/23 to 98.04% in 2023/24. This is above the target set of 97% and is due to the ongoing reduction in operational buildings as part of the Council's agile programme.

**Continue to develop 24/7 digital services to improve access to our services**

Performance Indicators	Performance Indicator and Trend Data			Commentary												
Digital Certainty Index for accessible digital services	<p style="text-align: center;"><b>Digital Certainty Index</b></p> <table border="1"> <caption>Digital Certainty Index Data</caption> <thead> <tr> <th>Year</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>2019/20</td> <td>93.5%</td> </tr> <tr> <td>2020/21</td> <td>85.6%</td> </tr> <tr> <td>2021/22</td> <td>90.4%</td> </tr> <tr> <td>2022/23</td> <td>90%</td> </tr> <tr> <td>2023/24</td> <td>90%</td> </tr> </tbody> </table>	Year	Value (%)	2019/20	93.5%	2020/21	85.6%	2021/22	90.4%	2022/23	90%	2023/24	90%	Short Term Trend		Consistently good performance around web accessibility.
Year	Value (%)															
2019/20	93.5%															
2020/21	85.6%															
2021/22	90.4%															
2022/23	90%															
2023/24	90%															
		Long Term Trend														
Number of digital services available on our website (angus.gov.uk)	<p style="text-align: center;"><b>Number of digital services available on our website (angus.gov.uk)</b></p> <table border="1"> <caption>Number of digital services available on our website (angus.gov.uk) Data</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2022/23</td> <td>97</td> </tr> <tr> <td>2023/24</td> <td>118</td> </tr> </tbody> </table>	Year	Value	2022/23	97	2023/24	118	Short Term Trend		New Measures. Baseline from 22/23 Digitisation has been continuing at pace with another 21 digital services/ processes now accessible through our external website.						
Year	Value															
2022/23	97															
2023/24	118															
		Long Term Trend														

**Continue to develop 24/7 digital services to improve access to our services**


Performance Indicators	Performance Indicator and Trend Data		Commentary						
<p>Number of times a digital service is accessed and successfully completed by our customers processed</p>	<p><b>Number of times a digital service is accessed and successfully completed by our customers, processed</b></p>  <table border="1"> <caption>Number of times a digital service is accessed and successfully completed by our customers, processed</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2022/23</td> <td>139,798</td> </tr> <tr> <td>2023/24</td> <td>40,629</td> </tr> </tbody> </table>	Year	Value	2022/23	139,798	2023/24	40,629	<p><b>Short Term Trend</b></p> <p>↓</p>	<p>New Measures. Baseline from 22/23</p> <p>Consistently high number of digital services accessed and completed by customers.</p>
Year	Value								
2022/23	139,798								
2023/24	40,629								
<p>Percentage of digital services completed by customers without Angus Council staff assistance (Self-Service)</p>	<p><b>Percentage of digital services completed by customers without Angus Council staff assistance (Self-Service)</b></p>  <table border="1"> <caption>Percentage of digital services completed by customers without Angus Council staff assistance (Self-Service)</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2022/23</td> <td>69%</td> </tr> <tr> <td>2023/24</td> <td>75.24%</td> </tr> </tbody> </table>	Year	Value	2022/23	69%	2023/24	75.24%	<p><b>Short Term Trend</b></p> <p>↑</p>	<p>New Measures. Baseline from 22/23</p> <p>Positive increase in the % of customers able to complete a digital process without staff assistance. This is testament to the service design process and the attention to customer experience.</p>
Year	Value								
2022/23	69%								
2023/24	75.24%								
		<p><b>Long Term Trend</b></p> <p>↓</p>							
		<p><b>Long Term Trend</b></p> <p>↑</p>							



**Continue to develop 24/7 digital services to improve access to our services**

Performance Indicators	Performance Indicator and Trend Data		Commentary								
Percentage of our population registered to use digital services	<p><b>Percentage of our population registered to use digital services</b></p> <table border="1"> <caption>Percentage of our population registered to use digital services</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2022/23</td> <td>57%</td> </tr> <tr> <td>2023/24</td> <td>57%</td> </tr> <tr> <td>Target (Years)</td> <td>65%</td> </tr> </tbody> </table>	Year	Percentage	2022/23	57%	2023/24	57%	Target (Years)	65%	<p><b>Short Term Trend</b></p> <p>■</p> <p><b>Long Term Trend</b></p> <p>■</p>	<p>New Measures. Baseline from 22/23</p> <p>No increase with % of customers using 'Myaccount,' due to not mandating it. Improved promotion in 24/25 should see greater use of Myaccount.</p>
Year	Percentage										
2022/23	57%										
2023/24	57%										
Target (Years)	65%										
Number of visits to the website (angus.gov.uk)	<p><b>Number of visits to the website (angus.gov.uk)</b></p> <table border="1"> <caption>Number of visits to the website (angus.gov.uk)</caption> <thead> <tr> <th>Year</th> <th>Number of Visits</th> </tr> </thead> <tbody> <tr> <td>2022/23</td> <td>3,000,000</td> </tr> <tr> <td>2023/24</td> <td>3,320,362</td> </tr> <tr> <td>Target (Years)</td> <td>3,320,362</td> </tr> </tbody> </table>	Year	Number of Visits	2022/23	3,000,000	2023/24	3,320,362	Target (Years)	3,320,362	<p><b>Short Term Trend</b></p> <p>↑</p> <p><b>Long Term Trend</b></p> <p>↑</p>	<p>New Measures. Baseline from 22/23</p> <p>Very large % increase in visits to the website. Whilst this measure is not solely indicative of greater uptake of digital services, it is positive and shows our customers are increasingly engaging through digital channels.</p>
Year	Number of Visits										
2022/23	3,000,000										
2023/24	3,320,362										
Target (Years)	3,320,362										

**Continue to support face to face appointments wherever possible**

Performance Indicators	Performance Indicator and Trend Data		Commentary										
Number of adults and young people participating in face-to-face community learning & development support/ services	<p><b>Number of adults and young people participating in face-to-face community learning &amp; development support/ services</b></p>  <table border="1"> <caption>Participation Data</caption> <thead> <tr> <th>Year</th> <th>Participation</th> </tr> </thead> <tbody> <tr> <td>2020/21</td> <td>1,524</td> </tr> <tr> <td>2021/22</td> <td>2,249</td> </tr> <tr> <td>2022/23</td> <td>2,102</td> </tr> <tr> <td>2023/24</td> <td>2,116</td> </tr> </tbody> </table>	Year	Participation	2020/21	1,524	2021/22	2,249	2022/23	2,102	2023/24	2,116	<p><b>Short Term Trend</b></p> <p>↑</p>	<p>Targeted 1-1 support is now being offered to those disadvantaged in learning through personalised individual earning plans.</p> <p>Note: A change in System in 2022/23 resulted in an error of multiple counting. This figure should be 2,102. Also figures in 21/22 are higher due to the universal Health and Wellbeing delivery during the pandemic.</p>
Year	Participation												
2020/21	1,524												
2021/22	2,249												
2022/23	2,102												
2023/24	2,116												
		<p><b>Long Term Trend</b></p> <p>↑</p>											

**Deliver our change programme**

**Performance Indicators**

**Performance Indicator and Trend Data**

**Commentary**

Percentage of Change Programme Savings Target Achieved



**Short Term Trend**



**Long Term Trend**



The Change Programme savings achieved in 2023/24 were slightly under the target of 95% (93% achieved). In cash terms this equates to £928K and the main reasons for this were in relation to: Tayside Contracts target savings reduced by £225k; procurement savings (£200k) achieved on non-general fund items; and general slippage on a range of other projects.

The overall performance trend shows that savings achieved are around the 95% target, with the lowest performing year achieving 86% and the highest performing year achieving 98%. The in-year specific performance information is reported to the Policy & Resources and Scrutiny & Audit Committees.

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