



COMMUNITIES

**Annual Report
2015-2016**



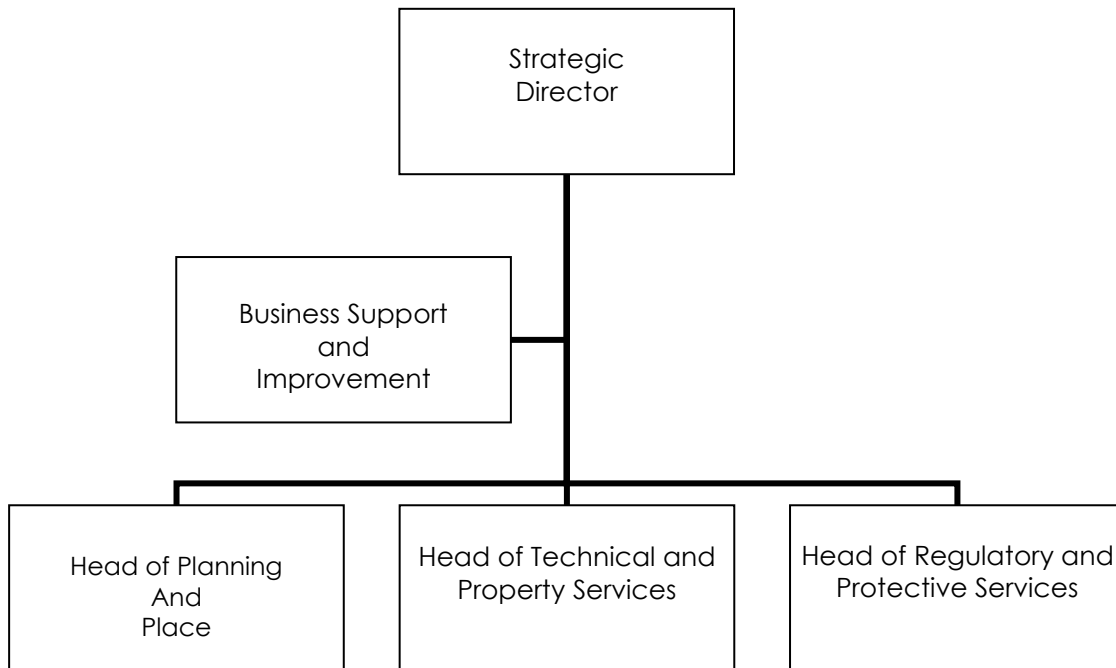
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1. STRUCTURE AND ACHIEVEMENTS

The Communities Directorate of Angus Council focuses on delivering services to the citizens of Angus.

The structure and services provided are outlined below:-



BUSINESS SUPPORT

- Business support and improvement
- Business, financial and administration support
- Car leasing administration
- System support
- Burial ground administration
- Commercial waste billing and administration
- Administration of Common Housing Register
- ACCESSLine

PLANNING AND PLACE

Housing:

- New build programme including funding opportunities
- Local housing strategy
- Quality, policy and performance
- Private landlord registration
- Allocations
- Rent arrears
- Estate management
- Homelessness, advice and assistance
- Management of the common housing register

Planning:

- Development management
- Building standards
- Natural and built environment
- Planning policy

- Planning application processing
- Administration of Private Sector Housing Grants

Communities:

- Co-ordinating and facilitating partnership work in Angus, including the development of the Community Plan and Single Outcome Agreement
- Tackling poverty and disadvantage
- Developing arrangements for planning for place including community asset transfer
- Developing arrangements for pride in place including tenant participation
- Youth work
- Adult learning

REGULATORY, PROTECTIVE AND PREVENTION SERVICES

Parks:

- Grounds maintenance, including burial grounds
- Open spaces and playgrounds
- Landscape services

Waste Management:

- Refuse collection, street cleaning
- Recycling
- Landfill site management
- Waste management and Recycling Strategy
- Management of public toilets
- Vehicle Workshop
- Fleet Maintenance
- Vehicle programme and procurement

Public Protection and Enforcement:

- Antisocial Behaviour Strategy
- Community Safety Strategy
- Warden Services
- Trading standards
- Food and health safety
- Environmental protection
- Animal welfare

TECHNICAL AND PROPERTY SERVICES

Property:

- Maintenance of council estate including council housing
- Management of property improvement
- Management of new construction projects
- Manage the councils carbon footprint

Roads:

- Improving and maintaining roads in Angus
- Ensuring traffic flows safely
- Planned, responsive and winter maintenance
- Improving road safety, street lighting and signs
- Local transport planning
- Ensure public transport is available throughout Angus
- Deliver school transport
- Legislative requirements for river and coastal flooding

ACHIEVEMENTS DURING 2015/16

The Communities Directorate is focused on supporting the council in the delivery of its outcomes and key priorities and strives to provide high quality services.

This section provides a brief overview of key achievements during the year:-

BUSINESS SUPPORT

- On 7 January ACCESSLine received 1,745 calls, mostly relating to flooding, a record number of calls since opening in 1999.
- During December 2015 and January 2016 Business Support Staff assisted with the staffing of the emergency flood incident team set up by the resilience manager
- Continued to enhance invoice processing arrangements to reduce the number of late payments made to suppliers/contractors
- Assisted with further redesigns within Communities
- Participated in the corporate review of business continuity arrangements
- Participated in LEAN reviews of processes throughout communities
- Implemented new administration procedures relating to Car Leasing Scheme procedures
- Assisted with IT Strategy work, overseeing co-ordination of the IT Project plan
- Completed the work to roll out Citrix Wyse terminals
- Involvement in project to ensure compliance to Public Sector Network requirements
- Continued work to integrated Business Support Team across communities
- Supported Angus Community Care Charitable Trust in carrying out a review of business processes
- Adopted the new statutory arrangements for Landfill Tax Return submissions
- Successful transfer of Blue Badge Administration from ACCESS Offices to Business Support
- Ensured all aspects of governance were adhered to and reviewed across communities
- Successfully completed the work associated with the transfer of financial administration functions relating to ANGUSALive
- Undertook the transfer of management at South Links Holiday Park
- Supported the administration function behind the submission of the Local Development Plan
- Continued contribution towards retention of customer services excellence for building standards
- Assisted in the retention of ISO9001- building standards accreditation

PLANNING & PLACE

Housing

Development

- New development of 12 units completed at Millgate Loan, Arbroath including a joint initiative with Children's Services providing 7 units designed to more effectively provide through care and aftercare for looked after children.
- Conversion and new build designs finalised for Chapelpark School, Forfar, following public consultation
- Successful public consultations held on designs for 40 new houses to re-invigorate the Abbey Quarter, Arbroath
- 3 new build units started at Eastgate Frickheim as part of wider project to transfer a surplus former school to a community group for conversion to a village hub.

Housing management

- void management costs reduced dramatically following completion of Lean review
- Improvement in customer satisfaction levels
- Successful compliance with Scottish Housing Charter
- Service review completed and implemented with Housing Options integrated into locality teams

Contracts Undertaken

- 85 Kitchen replacements
- 144 External Insulations
- 464 Heating Replacements
- 27 Window replacements
- 240 Aids & Adaptations
- 75 Garage Refurbishments (Pilot)

Planning

- Proposed Angus Local Development Plan submitted for Examination, with only 11 Further Information Requests received from Department for Planning and Environmental Appeals.
- 94.8% of planning applications approved
- 96.5% planning applications delegated for officer determination
- Average number of weeks to decision for major planning applications improved significantly from 34.1 weeks to 22.0 weeks.
- Kirriemuir CARS – 26 grants awarded under small grants scheme totalling £292,329.
- Cycling, Walking and Safer Streets Fund delivered £174,000 investment and Smarter Choices Smarter Places Fund delivered £107,000 with an additional £103,000 investment from Community Links Paths for All Fund.
- Glengate Hall, Kirriemuir project received a commendation for Delivering in Partnership at the 2015 Scottish Awards for Quality in Planning.
- Economic Development and Planning DELTA Lean Rapid Improvement Event resulted in focus group work and action plan.
- Involvement in the development of Scottish Government's Place Standard tool.
- Delivery of The Place Challenge in Arbroath in October 2015 – a two day practical learning event in partnership with Architecture and Design Scotland, the Scottish Government, Historic Environment Scotland and other parties.
- Visit from Chief Planner in March 2016.
- Officer nominated and shortlisted for Royal Town Planning Institute Young Planner of the Year Award
- Average customer satisfaction level for Development Management measured to be 75%, above the 70% target.
- The Building Standards yearly assessment for ISO 9001: 2008 was carried out on 18 November 2015. The team were successfully re-accredited with the assessor impressed with their work.
- Building Standards received all green flags for the national performance framework assessment.
- Building Standards Customer Service Excellence Assessment was carried out in January 2016, which found that the team continued to meet the standards for accreditation. In addition a further 2 compliance pluses were awarded resulting in the team holding a total of 13.
- At the LABSS (Local Authority Building Standards in Scotland) AGM in May of 2015 the Building Standards Team were awarded the Outstanding Customer Service award.
- Average customer satisfaction for Building Standards was 95% being above the 90% target set.
- Building Standards awarded 126 housing improvement grants to the value of £390,959.

Communities

- Successfully developed Learn Laugh and Play programmes supporting families to learn together through 'messy play'
- Enabled charrettes in Forfar, Arbroath and Montrose. Also secured consultants to deliver charrettes in Monifieth and Kirriemuir in 2016/17. Secured funding from Scottish Government to part fund the Arbroath charrette
- Facilitated successful Locality Community Planning events in all four Angus localities, working in collaboration with Volunteer Action Angus (VAA) and other Community Planning Partners
- Successfully delivered the first participatory budgeting initiative in Angus (East Brechin) in collaboration with a local Steering Group. Also secured Scottish Government enabling funding to support learning activity around Participatory Budget which took place in the early part of 2017/18
- Established the Angus Council Pride in Place Award for schools, children's and youth groups
- Successfully co-ordinated the Beautiful Angus Awards and a networking event for groups involved in community planting initiatives
- Successfully participated in the pilot phase of the new Scottish Adult Achievement Award, which is being made available more widely to adults in Angus
- Sustained community based provision in four areas of Angus and successfully piloted an English for Speakers of Other Languages (ESOL) Café in Forfar and a Buddying Scheme for ESOL learners
- Enabled eight staff and volunteers to achieve the Introduction to Tutoring ESOL, which is the introductory teaching award for second language work
- Successfully delivered community based ESOL provision for refugee families in Arbroath
- Further developed the Inspire Young people's Group which generates content for the Angus portal on Young Scot. This work has been nationally recognised as good practice and there has been a growth in hits to the portal
- Improved and developed support to community organisations in relation to community asset transfer policies and processes
- Collaboratively delivered a learning event on community asset transfer with the Development Trust Association for Scotland
- Had a successful systems verification visit from Scottish Qualification Authority (SQA) which confirmed that the Service has and is operating appropriate systems for the management of its SQA Centre
- Governance arrangements for the Community Planning Partnership Board have been reviewed and membership has been extended to include representatives of the business sector and local communities

REGULATORY, PROTECTIVE AND PREVENTION SERVICES

Environmental Management - Parks and Burial Grounds

- Awaiting confirmation

Environmental Management - Waste

- Awaiting confirmation

Environmental Management - Environmental and Consumer Protection

- Successful prosecutions were taken against employers for noncompliance with Health and Safety requirements which had resulted in serious injury to employees.
- Work to improve the standard of food safety in Angus continued with over 1500 visits carried out to local businesses.
- Visits to assess standards at caravan sites were carried out to ensure the holiday, residential and migrant worker sectors were maintaining a high standard of provision.
- Private water supplies in higher risk properties were sampled to monitor the effectiveness of treatment systems and over £35,000 were awarded in grant money to improve existing supplies.

Community Safety

- 1400 school children aged between 10/11 provided with vital safety training through the Safe Angus Experiential Learning Project;
- Management of "Give it a Go" initiative which provided support to 21 community youth projects throughout Angus;
- Introduction of a new policy and procedure for managing unauthorised encampments of gypsy travellers in Angus;
- Revision of Angus Community Safety and Anti-Social Behaviour Strategy;

Anti-Social Behaviour Investigations

- 30.5% reduction in anti-social behaviour complaints against year 2014/15; and Complaints DOWN 44% against 5 year average.
- 92% of all investigations, interviews and outcomes for anti-social behaviour complaints completed to agreed Housing Regulator service standard within 15 working days for category one complaints and 25 working days for category two complaints; Second year reporting, and Statutory Service Standard maintained against previous year and UP 15% against average since introduction
- 99.5% of all anti-social behaviour cases (two or more incidents) resolved without need for legal action; and Performance UP 4.7% against 5 year average.
- 91.6% of above cases resolved within Stages 1 to 3 of anti-social behaviour investigation process (Stage 6 is legal action); and Performance UP 7.4% against 5 year average.

Community Warden Service

- 6.1% reduction in dog fouling complaints against year 2014/15; and Complaints DOWN 21.4% against 5 year average.
- 6.3% increase in number of persons detected for dog fouling offences against year 2014/15; and Detections UP 20.4% against 5 years average.
- 439 dog fouling complaints received, which occurred in 248 different areas, of which 78% are now consistently free of foul; Performance UP 3% increase in areas consistently free from foul.
- 98.7% overall improvement at 110 localities throughout Angus, where in excess of 40 faeces were being deposited per fortnight; Number of identified localities of this nature DOWN 15% on previous year.
- Community Waste Operative cleaned up in excess of 15,000 faeces and 367 bags of litter. Number of bags of faeces and litter requiring removal is DOWN against previous year.

Dog Warden Service

- Dog control complaint investigations have increased by 12.6% compared to 2013/14 requiring 9 dog control notices to be issued. This is an increase of 89.2% in notices issued against previous year.

Technical & Property Services






- A number of Roads and Transport staff achieved success with professional qualifications supported by the council. These include Institution of Civil Engineers, Institute of Logistics and Transport, Delta Lean, Certificate of Professional Competence for Transport Managers.
- The Roads and Transport service was nominated for best performing Maintenance Authority by Association for Public Service Excellence (APSE); best improved Street Lighting Authority by APSE. The Street Lighting team received a commendation on carbon/energy reduction.
- Brechin Flood Prevention Scheme received high level national coverage including two ministerial visits
- Roads service was ranked 6th nationally in the Scottish Road Maintenance Condition Survey.
- Completion of the Housing Revenue Account 15/16 capital programme including heating replacements, kitchen replacements, energy saving works and garage upgrading.
- General Fund capital programme for 15/16 including Expansion of Pre-School Provision programme.
- Commenced feasibility study and design for 40 Affordable Housing units at Smithycroft/ Guthriehill area, Arbroath
- Completed design, specification and procurement of 29 Affordable Housing units at Chapelpark site, Forfar.
- Commenced on site with 3 Affordable Housing units at Eastgate, Friockheim
- Completion on site of the Brambles Cottages New Childrens Home in Arbroath.
- Completed design, specification and procurement of the refurbishment of Angus Communities Recycling Opportunities Partnership (ACROP) building at Peasiehill, Arbroath to provide a new Vehicle Workshop and associated facilities for Angus Council and Tayside Contracts.
- Completed refurbishment of Reid Hall, Forfar
- Property Capital Maintenance, Planned Maintenance programme and R&R programme completed.
- Energy Conservation programme completed including boiler and controls upgrading together with insulation and energy efficient lighting installations.
- Carbon Reduction Commitment programme continues on target.
- Awarded Carbon Trust Standard for both Energy and Water.
- Property Estates services supported the Brechin Flood Prevention Scheme.
- Property Estates services support to the Montrose Regeneration Scheme.
- Property Estates services support to the Transforming Angus programme to complete the setting up of the ANGUSalive trust.
- Finalised arrangements with Hub East Central Ltd (HubCo) and assisted in project management of Timmergreens PS and Warddykes PS on site.
- Range of Service Contracts procured in collaboration with Tayside Procurement Consortium.
- Property support to Transforming Angus to deliver Agile Angus accommodation programme including refurbishment of Angus House and Bruce House.

2. COMMUNITIES SERVICE IMPROVEMENT ACTION REPORT 2015/16







The report below gives an outline of the progress made against each of the directorates priorities by showing the performance of the action and KPI's recorded.





For KPI's, we have strived to provide a detailed commentary which is shown against each specific indicator, with the last four years trend information and where appropriate the benchmarking median.


The communities Directorate use Covalent to monitor and record performance and continue to develop a robust system of reporting to enhance business unit performance.

Status	
	Cancelled
	Overdue
	Unassigned
	On Target
	Complete

Delivery of high quality services - Get it right first time

Title	Status	Due Date	As at 31 March 2016
We will publish the Joint Community Safety and Antisocial Behaviour Strategy		31-Mar-2017	Draft Strategy produced and out for consultation with Community Safety partners.
We will regularly seek the views of our customers with regard to service delivery – 'what can we do better'		31-Mar-2017	C Ferrier - This is an area that has not been developed as yet. It is our intention to develop a series of questionnaires for our internal customers/managers seeking views on our service to date and future areas for improvement.
We will improve access and availability of information through deceased on-line		31-Mar-2017	Internal systems review will look at the viability of continuation of the system and alternative methods of provision to the public.
We will further develop a Joint Services Team to tackle all aspects of Community Safety and Anti-Social Behaviour including littering and dog fouling		31-Mar-2016	New processes developed with partners and currently being piloted.
We will finalise the Angus Development Plan		30-Sep-2016	The Proposed Plan was submitted for examination on 6 November 2015. The examination started on the 9th December 2015 and is anticipated to last between 6 and 9 months. Adoption of the plan is therefore on target for late 2016.
We will liaise with partners to provide consumer education		31-Mar-2016	Trading Standards took part in Safe Angus with Community Safety delivering mostly




Title	Status	Due Date	As at 31 March 2016
			<p>safety introductory advice and information to enable young persons to think about product safety, internet safety and scams.</p> <p>Trading Standards has provided talks and leaflets with Adult Protection partners to several groups on request addressing the main scams to which vulnerable persons are susceptible.</p> <p>Trading Standards has partnered community education to provide modules for S3 pupils at Forfar Academy on aspects of consumerism and consumer protection.</p>
<p>We will provide a comprehensive consumer advice and intervention service</p>		<p>31-Mar-2016</p>	<p>Trading Standards provides advice and assistance to Angus residents receiving requests directly or from a number of partner sources including the Citizens Advice Advisory Service, the ACCESS line, and a large number of community groups where we provide talks. This provides intelligence for us to direct resources and to input to the wider trading standards community where there are national interests.</p>
<p>We will provide information and follow-up investigation on doorstep sales including the provision of stickers to discourage doorstep callers</p>		<p>31-Mar-2016</p>	<p>Doorstep calling presents a greater hazard to vulnerable groups than other methods of contact. Itinerant gardeners and property maintenance target vulnerable persons and carry out poor service, no service or take the opportunity for burglary. We provide a reactive service to investigate live incidents and investigate all other incidents. We have distributed over 20000 "Doorstoppers" stickers and are currently distributing stickers during talks and other events to those who want a sticker.</p>
<p>We will develop our Angus Consumer Partnership with the local Citizens Advice Bureau (CAB)</p>		<p>31-Mar-2016</p>	<p>Trading Standards has always had a close relationship with the local CAB. We operate a Consumer Partnership with the Bureaux to provide a wider capability of both organisations to provide consumer advice and information. We assist with difficult consumer issues with the Bureau staff and the intelligence from the CAB recording systems is used by trading standards locally to inform our actions. An officer attended the Angus CAB AGM.</p>
<p>We will identify new opportunities for contributing to adult learning and community support through council facilities</p>		<p>31-Mar-2016</p>	<p>We have negotiated arrangements to deliver adult learning activities in Carnoustie, Monifieth and Montrose. We have utilised Montrose Library for Locality Planning activity and hope to base the Montrose charrette there. There has also been some delivery of</p>

Title	Status	Due Date	As at 31 March 2016
			adult learning in Monifieth. The practicalities of delivering in a context in which Libraries are managed by Angus Alive are being monitored.
We will develop a waste awareness communication plan		31-Mar-2016	The Communication plan is currently being developed.
We will review and develop home and road safety education		31-Mar-2016	This area of development under consideration of the Community Safety Forum in line with the National work stream relating to Building Safer Communities phase 2.
We will implement a locality approach for Planning and Place		31-Mar-2016	All four locality events have been held and new locality leadership arrangements have been agreed by Communities Management Team.
We will undertake 3 Charrettes over the year		31-Mar-2016	Dates have been finalised for the Forfar charrette. The mini-competitions for Arbroath and Montrose are on schedule. An application has been submitted to SG for funding to support the Arbroath charette.
We will publish the Community Learning and Development Plan by September 2015		31-Mar-2016	The plan was approved by committee and is now published.
We will review Service Level Agreement arrangements with community and voluntary organisations		31-Mar-2016	Background work on the review has been undertaken and an initial draft report prepared for internal consideration. Further work has been agreed to bring the review to completion and recommendations. The next draft report should be available in February
We will further develop Pride in Place activities in Angus		31-Mar-2016	The Pride and Place MOG continues to meet and successful projects have been implemented such as a Review of Bins, A successful bid to Zero Waste Scotland for funding for 2 litter projects - Forfar Academy and West Links Arbroath. Work is now ongoing to roll out Schools project around other schools. A successful Beautiful Angus event brought likeminded community groups together in Easter to showcase the work they are carrying out in their communities and to network and share their experiences with one another. This will become an annual event.
We will ensure our processes are regularly subject to review		31-Mar-2016	With the introduction of LEAN process reviews, progression has been made to ensure in depth study of our current procedures rather than our annual updates in accordance with Corporate Governance. Already this is identifying efficiencies and new ways of working in many service areas throughout the





Title	Status	Due Date	As at 31 March 2016
			directorate.
We will strive to exceed our target of 60% enquiries/requests for service closed out at first point of contact		31-Mar-2016	We are continually working on this by encouraging departments to give us more information to deal with enquiries at point of contact
We will ensure our workforce are adequately trained within their appropriate service area		31-Mar-2016	Staff are given the opportunity for further education and in-house training on a regular basis. We continue to utilise weekly training hour as a regular mode of cascade of new business processes and information.
We will identify key areas where service redesign can be utilised to deliver high quality customer services		31-Mar-2016	Business support is currently undergoing a full service redesign and this has been incorporated in new job roles/outlines.
We will review the Local Housing Strategy, Community Plan and Single Outcome Agreement		31-Mar-2016	The SOA 2013/16 is being reviewed in light of the Community Empowerment Act and a Local Outcomes Improvement Plan will be developed over the coming year by the Angus Community Planning Partnership
We will undertake a customer satisfaction survey with our tenants		31-Mar-2016	A consultant is Currently being procured to carry out the survey on our behalf
We will identify service areas where more information is required at frontline		31-Mar-2016	It is envisaged that the new refurbished ACCESS/Library Information Points will provide this
We will develop ways to measure customer satisfaction across ACCESS Angus		31-Mar-2017	This will be refocused and will be ACCESSLine only from 2016/17
We will utilise ACCESS CRM system to provide meaningful statistical information		31-Mar-2016	Due to digital agenda, no development work is being carried out on the current CRM platform at this stage



Develop and embed mobile and agile working into our service delivery models

Title	Status	Due Date	As at 31 March 2016
We will continue to progress accommodation rationalisation in conjunction with the Transforming Angus project to reduce our revenue costs and carbon footprint		31-Mar-2016	Report 480/15 (Angus Council 10 December 2015) gave the final recommendations of the Agile Board on the estate review. These recommendations will now be worked up by the Transforming Angus Team, in conjunction with the directorate.
We will adopt the agile working work styles		31-Mar-2016	Report 480/15 (Angus Council 10 December 2015) gave the final recommendations of the Agile Board on the estate review. These




Title	Status	Due Date	As at 31 March 2016
			recommendations will now be worked up by the Transforming Angus Team, in conjunction with the directorate.
We will ensure all new starts receive full induction training		31-Mar-2016	Managers have been reminded of the importance to ensure new starts receive mandatory induction training, both by the e-learning model and within their working teams
We will carry out a review of public toilet provision		31-Mar-2016	A review of public toilet provision has been ongoing and is almost complete. It is anticipated that a report will be submitted to Communities Committee this year.
We will continue to monitor staff structures and budgets		31-Mar-2016	This forms part of monthly monitoring by Communities Extended Senior Management Team and has further developed from February 2016 with the introduction of workforce planning template to ensure senior managers are sighted on all requests to advertise and recruit to posts within the directorate.

Developing a collaborative working arrangement for waste collection activities





Title	Status	Due Date	As at 31 March 2016
We will work with Dundee City council looking at the opportunities that a joint waste collection strategy may bring		31-Mar-2017	Work has begun with discussions taking place between officers on an informal basis. This will be a medium to long term project, but opportunities to work more closely on individual projects will be explored during this time
We will continue to secure the medium term disposal of Angus residual waste with the on-going progress of the Joint procurement project with Dundee City Council		31-Jan-2017	The project is ongoing with indicative bids expected.
We will publish a waste management strategy for Angus that sets out the long term direction for waste collection and disposal in Angus		31-Mar-2017	A waste management plan for Angus is currently being developed, which will set out the long term direction for waste collection and disposal.
We will continue to investigate the longer term disposal of Angus's residual waste		31-Mar-2016	We are currently undertaking a joint procurement exercise with Dundee City Council to procure a long term contract for the treatment and disposal of residual waste. Contract award is anticipated during 2016 and contract start during 2017.

Title	Status	Due Date	As at 31 March 2016
We will carry out a review of kerbside garden waste collections		01-Oct-2015	An appraisal of different options for the redesign of the garden waste collection service has been undertaken and a draft report produced, which is currently being considered.
We will carry out a street cleaning review		01-Oct-2015	No formal review or appraisal has been undertaken however measures have been taken that have enabled a reduction in the staff resource for street cleaning while maintaining acceptable levels of street cleanliness.

Enhance electronic service delivery, coordinated via Angus Digital Board

Title	Status	Due Date	As at 31 March 2016
We will implement the IT Project Plan to take project forward within designated timescales		31-Mar-2017	An interim plan has been worked on by the IT Strategy Group and this will be developed over the coming months, particularly due to the wish to accelerate the introduction of mobile devices in the workplace.
We will introduce an On-Line Housing Application form		30-Apr-2017	This has been held whilst the functionality of the Council's website is developed
We will review options for on-line release collection calendars		31-Mar-2016	Collection calendars for all households now available online from council website.

Ensure we have a flexible and adaptable workforce to meet the needs of our communities


Title	Status	Due Date	As at 31 March 2016
We will carry out continuous review of job content to ensure efficient use of skills and resources		31-Mar-2016	Communities Managers carry this out on a continuous basis
We will regularly carry out skills and knowledge audits with staff		31-Mar-2016	This is embedded into the appraisal process
We will ensure training plans are in place and regularly reviewed to maximise staff potential		31-Mar-2016	Management team intends to reintroduce a directorate wide training group to ensure a consistent approach by all business units.
We will continue to support the Modern Apprentice Scheme		31-Mar-2016	The Angus Shared Apprenticeship (ASAP) Scheme – the first of its kind in Scotland, which allows construction apprentices to complete a full apprenticeship programme by working with a number of different employers – was launched on 12 October 2015 with a first cohort of 12 apprentices.

Title	Status	Due Date	As at 31 March 2016
			Currently being appointed. ASAP is a collaborative company delivered by Angus Council, Dundee and Angus College, and Construction Industry Training Board.
We will ensure all staff receive a mandatory appraisal		31-Mar-2016	Communities Managers carry this out on a continuous basis
We will ensure all recommendations from appraisals are actioned where appropriate		31-Mar-2016	This is part of the managers role
We will ensure the benefits of training are clearly measured		31-Mar-2016	This will be undertaken by the directorate wide training group when it is established
We will report performance annually and mid term on the Single Outcome Agreement		31-Mar-2016	Performance reported.









Focusing on performance management to demonstrate continuous improvement

Title	Status	Due Date	As at 31 March 2016
We will report performance annually and mid term via the committee process		31-Mar-2016	The directorate are currently in the process of reviewing the format and method of this reporting. This is being done in conjunction with the Service Manger – Governance as part of the LEAN Performance Management and Information Review.
We will develop and implement a robust system of reporting Business Unit performance in a uniformed manner, both internally and to the public		31-Mar-2016	The directorate are currently in the process of reviewing the format and method of this reporting. This is being done in conjunction with the Service Manger – Governance as part of the LEAN Performance Management and Information review
We will develop the publication of service spends		31-Mar-2016	In an effort to be completely transparent to customers the directorate wishes to adopt the current practice of the housing division of publishing, via the council website, spends on a regular basis. Currently major spends are identified in committee reports.
We will ensure all directorate plans are fulfilled across directorate		31-Mar-2016	The officer with the identified action must endeavour to carry this out.
We will develop a business improvement journey calendar for all corporate actions required and a system to ensure deadlines		31-Mar-2016	The business improvement team within communities are currently working on this to establish clear timeline for all officers for all officers/managers to follow.

Title	Status	Due Date	As at 31 March 2016
are met timeously			
We will ensure consistency and adherence to regulations		31-Mar-2016	The directorate strives to ensure full compliance to financial regulations and corporate governance guidelines.
We will streamline the flow of information to the community, with emphasis on developing a suite of regular information reports to publish on communities internet area		31-Mar-2016	The directorate are currently in the process of reviewing the format and method of this reporting. This is being done in conjunction with the Service Manger – Governance as part of the LEAN Performance Management and Information Review.
We will support the directorate input into the BVR		31-Mar-2016	A number of pre best value reveiw discussions have taken place with staff also engaged in the process. We are now awaiting a date from Audit Scotland. This has been delayed by them as they are reviewing the Best Value process.
We will ensure meaningful information reports are presented at each committee cycle		31-Mar-2016	During the past year the directorate has presented reports in this manner giving the opportunity for the public to access information that would not normally be available within full committee reports – adopting the briefing paper style.
We will to monitor all directorate budgets, identifying future service development		31-Mar-2016	This is built into our ongoing monitoring regime.
We will review service delivery methods		31-Mar-2016	Continuous review as part of Directorate monitoring
We will introduce unit costing for service areas		31-Mar-2016	Work still requires to be done in this area as has only completed by limited number of business units.
We will use management and performance information to understand how individual service areas operate		31-Mar-2016	This will be developed after the findings of the LEAN review on performance management.
We will review arrangements for housing rent arrears collection		31-Mar-2016	This has been done as part of the ongoing transfer of staff to Revenues Division.
We will develop a comprehensive suite of standards for ACCESS Angus		31-Mar-2017	This will be refocused to be ACCESSLine only from 2016/17
We will enhance the internal and external performance framework for ACCESS Angus		31-Mar-2017	This will be refocused to be ACCESSLine only from 2016/17
We will strive to reduce our		31-Mar-	We are continually working on this; work is






Title	Status	Due Date	As at 31 March 2016
abandoned call % in ACCESSLine		2016	ongoing to remove non call related duties out of the contact centre with the assistance of the wider business support team.
We will identify areas of avoidable contact and introduce measures to reduce these		31-Mar-2016	This action requires to be reviewed

Improve our Customer Service



Title	Status	Due Date	As at 31 March 2016
We will introduce plans to ensure the workforce continually learn and develop within Building Standards		31-Mar-2017	Currently we have 3 staff in the various stages of achieving professional qualifications and membership of the Royal Institution of Chartered Surveyors. We have appointed a Graduate Building Standards Officer. All staff have an annual appraisal where their training and development needs are discussed and addressed. Staff who are professional qualified are required to complete the mandatory number of hours of CPD.
We will review our approach to planning enforcement		31-Mar-2016	Enforcement Charter reviewed and updated and joint charter with Cairngorms National Park Authority agreed.
We will undertake a customer satisfaction survey for planning matters		31-Mar-2016	Customer survey for planning applications is ongoing and customer satisfaction survey for pre-application service introduced
We will engage with developers in Angus		31-Mar-2016	Developers forum now well established and working well
We will implement the tenant participation strategy		31-Mar-2016	The Strategy has been agreed but has yet to be formally endorsed. In the meantime, work is progressing to implement elements of the Strategy.
We will implement a tenant led service review programme		31-Mar-2016	We have recruited tenants to a scrutiny service and have begun reviewing our repairs process as the first Tenant Led Service Review.
We will maintain customer service excellence in building standards and share good practice experience with other service areas		31-Mar-2016	Building Standards have retained the Customer Service Excellence (CSE) Standard with our latest assessment being in January 2016. The independent assessor awarded us a further 3 compliance pluses which results in us having a total of 16 compliance pluses. We arranged for your assessor to give a presentation at a Communities Managers Forum and have spoken to one other service within the Council who sought our advice
We will have at least 3 citizen panel surveys over		31-Mar-2016	Surveys completed

Title	Status	Due Date	As at 31 March 2016
the year			





Lead the Passenger Transport and Green Fleet Review and implement the outcomes

Title	Status	Due Date	As at 31 March 2016
We will consolidate a baseline analysis of current passenger transport demand, service supply, unit costs, management arrangements, policies, processes and systems		01-Dec-2015	All baseline information completed by EY/ Transforming Angus Transport group. Baseline information for passenger and school transport is in place. Consideration of children and adult transport within the auspices of social care will be considered once the integrated transport team is established
We will assess the challenges and opportunities associated with the current model for the delivery of passenger transport services		31-Mar-2016	Further to Report 235/15 the Transforming Angus project has taken forward the recommendation to develop an integrated team, although progress has been slower than anticipated.
We will form an initial view of the potential savings that could be achieved from improving the operating and supply chain model for passenger transport		31-Mar-2016	In accordance with Report 235/15 the integrated team for Passenger transport has been progressed, albeit the timescale has slipped. The initial view on savings was completed in July 2015, with estimates revised downwards
We will identify and evaluate the changes that could be implemented to transform the sustainability and efficiency of these services, within the wider strategic context		31-Mar-2016	We will introduce the interim findings of the recent car leasing review to ensure compliance
We will define the implementation plan for change		31-Mar-2016	This work is ongoing

Review capital needs for the Communities Directorate

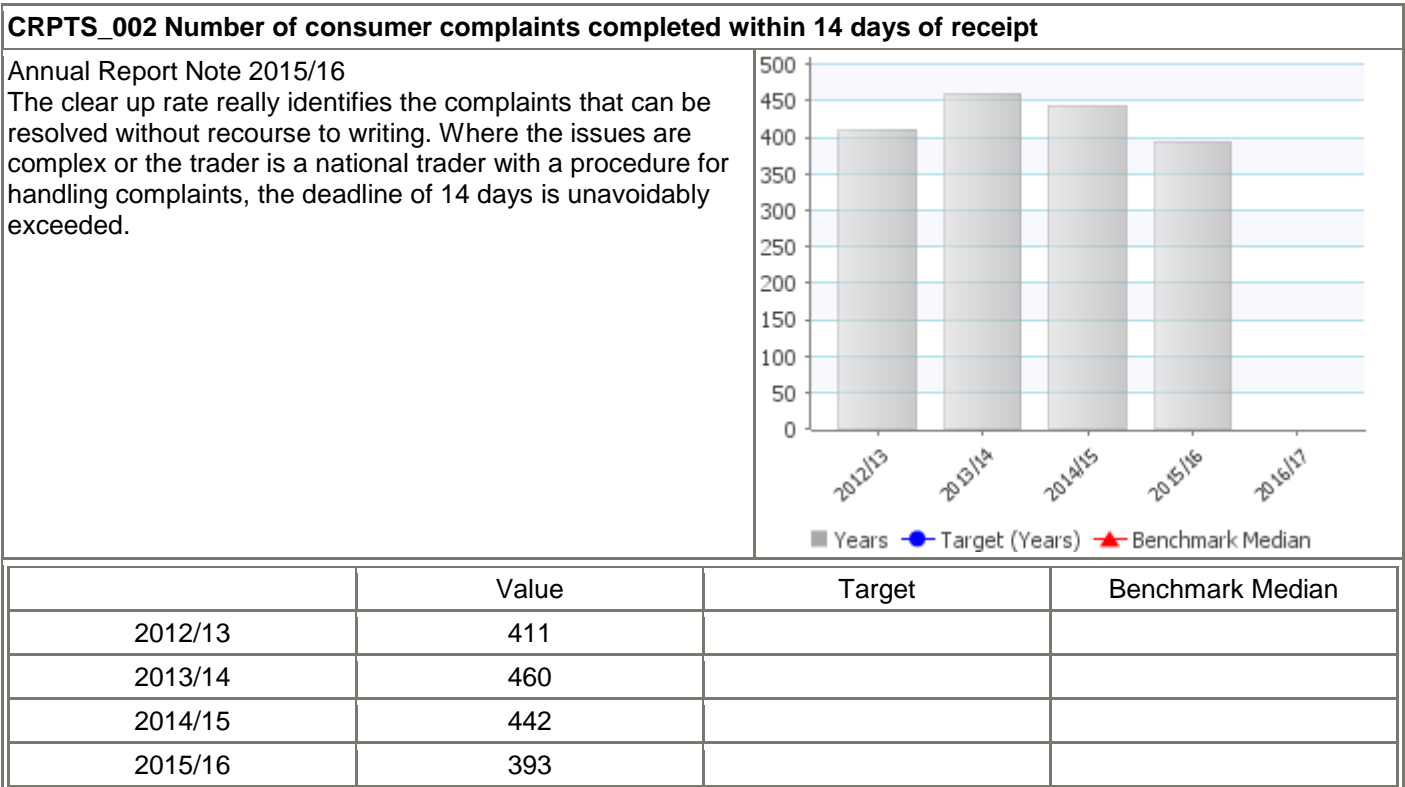
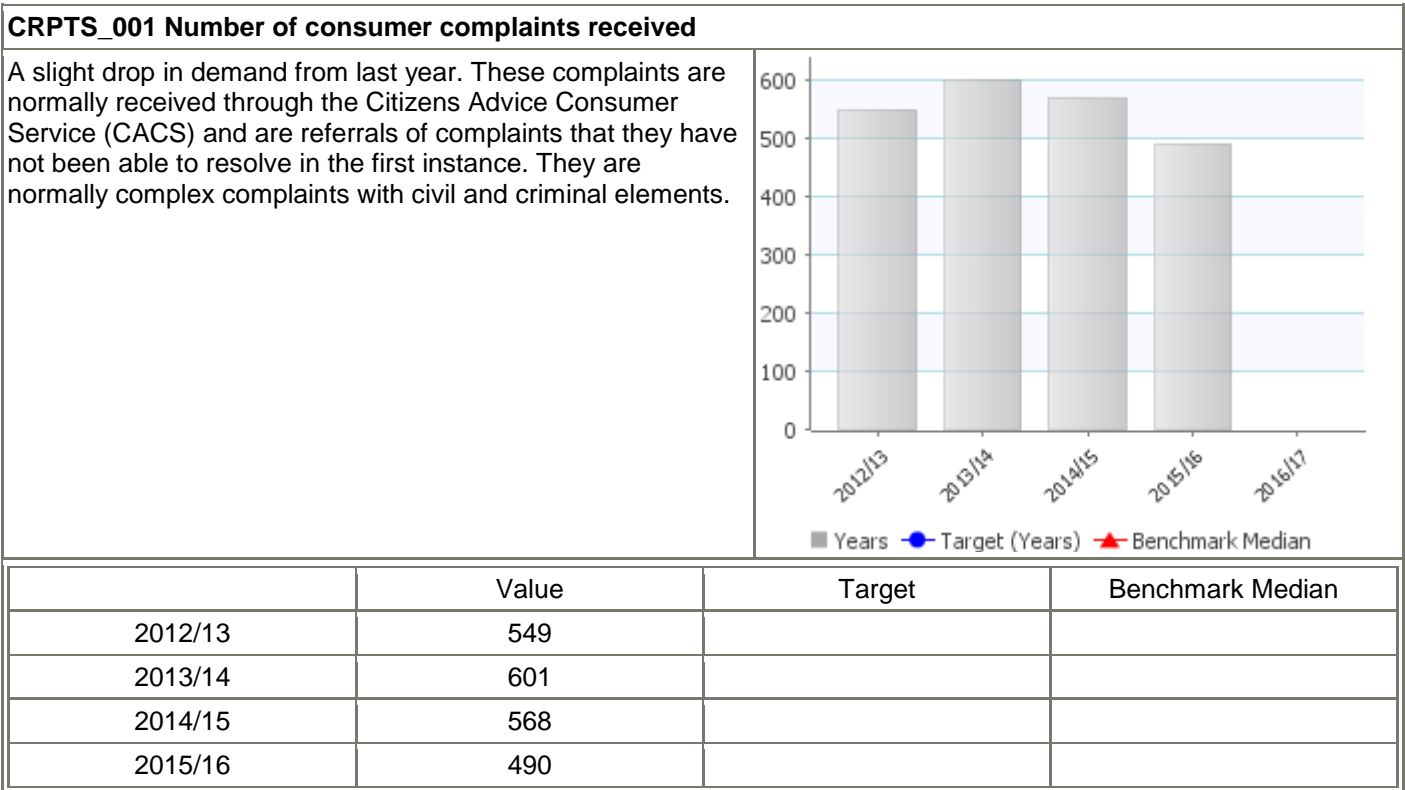
Title	Status	Due Date	As at 31 March 2016
We will complete the development of new vehicle workshops at ACROP Arbroath		31-Mar-2016	Completed design, specification and procurement of the refurbishment of ACROP building at Peasiehill, Arbroath
We will integrate the outcome of the Green space Strategy into the Angus Council Land Asset Management Plan		30-Jun-2017	Now that consultants have been appointed the strategy is on course for completion in March

Title	Status	Due Date	As at 31 March 2016
We will engage with partners in the formulation and progression of the second stage Strategic Development Plan for Tayside (Tayplan 2)		31-Mar-2017	Period of representation ran from 11 May to 3 July 2015. Responses to representations received will be agreed by the TAYplan Board and Joint Committee on 25 Jan and 18 Feb respectively. Proposed Plan is on course for submission in June 2016.
We will review options for development of new Restenneth Landfill Site		31-Jul-2017	Consultation has taken place with technical advisors on possible options for future development of the site. Currently awaiting outcome of Dundee and Angus joint residual waste procurement exercise, as this will have significant implications for the future of the Restenneth site.
We will evaluate the business case and feasibility of developing a residual transfer station in Angus		31-Dec-2017	Initial discussion has taken place with technical advisors regarding suitable locations and design of a transfer station.
We will carry out a capital investment appraisal for all assets within each service area		31-Mar-2017	Work has commenced in this area but initial results have identified that this is a major task and resources will require to be made available to complete over 2016/17
We will commence and complete the development of new vehicle workshops at ACROP Arbroath		31-Mar-2016	Development of the new workshop at ACROP, Arbroath has started and works are programmed to be completed May 2016
We will carry out a review of all recycling centres		31-Jul-2016	An appraisal of different options for redesign of recycling centres provision in Angus has been undertaken and a draft report produced, which is currently being considered.
We will complete parks property/estate inspection and develop the repairs and renewal estimates for future years		01-Mar-2016	All inspections are complete and R&R estimates being prepared
We will carry out audits to assist in identifying items for play area improvements, parks and woodlands management plan, burial grounds repairs and improvement plan and landscapes services project plan for future years		01-Mar-2016	Audits complete for play areas and burial grounds fabric, parks audits ongoing
We will prepare and develop requirements for burial grounds over the next 10 years		01-Mar-2016	Review of burial ground capacity and future provision almost complete
We will undertake a review of council housing void		31-Mar-2016	A lean review has been carried out and the findings are being implemented

Title	Status	Due Date	As at 31 March 2016
management			
We will carry out feasibility plans for our housing stock		31-Mar-2016	Feasibility studies have been carried out on several sites
We will continue the new build Council House Programme		31-Mar-2016	A further 71 new properties are moving towards site start
We will hold a Rapid Improvement Event to consider our stock of Sheltered Housing and future requirements for Older People		31-Mar-2016	A rapid improvement event was held in April 2015
We will undertake our annual update of property and roads asset management plans		31-Mar-2016	Property asset plans are updated annually and are used to develop the annual repairs programme. Roads asset management planning continues to be developed through Society of Chief Officer of Transportation in Scotland (SCOTS) and their consultant exp Ltd. An audit of our progress, by exp Ltd, was undertaken in September 2015 and the report indicates some areas of good practice and some areas for improvement which are being attended to. Roads asset management plans are suitably developed to deliver the annual response for Whole of Government Accounts and annual programming.

KPI's

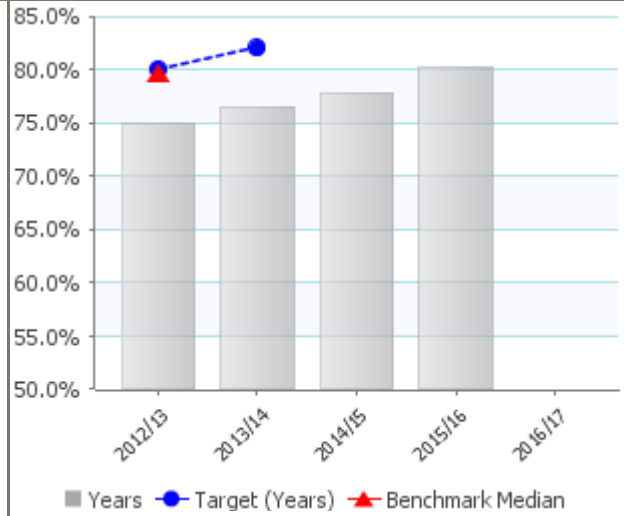
The following KPI's detail performance in service areas throughout Communities



CRPTS_003 % of consumer complaints completed within 14 days of receipt (KPI)

The percentage of consumer complaints completed within 14 days of receipt increased from 77.8% in 2014/15 to 80.2% in 2015/16. We didn't set a target for this indicator in 2015/16 and we do not have comparable figures for other councils for the measure.

A good performance on complaint clear up rate within 14 days. Much in line with previous years and showing no deterioration in performance.



	Value	Target	Benchmark Median
2012/13	74.9%	80.0%	79.6%
2013/14	76.5%	82.0%	
2014/15	77.8%		
2015/16	80.2%		

CRPTS_004 Number of business advice requests received

A steady flow of requests from businesses looking for specific advice on trading standards matters.



	Value	Target	Benchmark Median
2012/13	90		
2013/14	97		
2014/15	96		
2015/16	110		

CRPTS_005 Number of business advice requests completed within 14 days of receipt

Annual Report Note 2014/15

Much of the business advice can be delivered quickly. The instances that miss the 14 day clear up target require research, often looking into complex legislative issues.

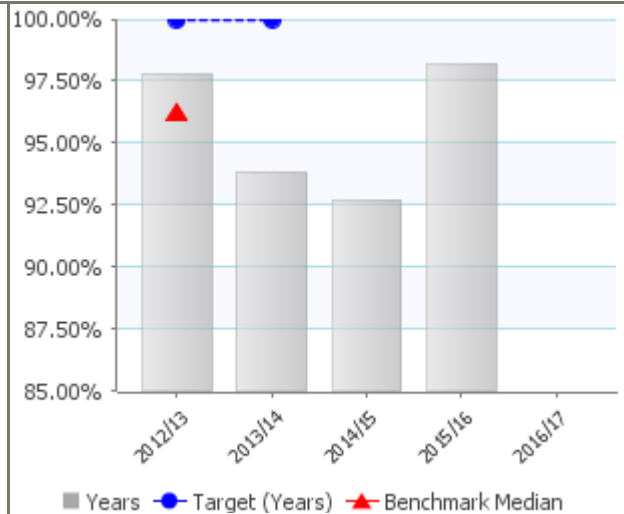


	Value	Target	Benchmark Median
2012/13	88		
2013/14	91		
2014/15	89		
2015/16	108		

CRPTS_006 % of business advice requests completed within 14 days of receipt (KPI)

The percentage of business advice requests completed within 14 days of receipt increased from 92.70% in 2014/15 to 98.20% in 2015/16. We didn't set a target for this indicator in 2015/16 and we do not have comparable figures for other councils for it.

Performance is up on last year but this depends mostly on the complexity of the request. Most of these requests are completed within a day or two so the average response will be very quick.



	Value	Target	Benchmark Median
2012/13	97.77%	100.00%	96.28%
2013/14	93.80%	100.00%	
2014/15	92.70%		
2015/16	98.20%		

CTPP_017 Carbon Reduction Commitment Scheme - Energy Consumption - kilowatt hours per annum (KPI)

Please type over this guidance. Notes for Annual Reports, LGBF, SPIs, for Years should cover: (For other indicators and periods other than Years notes are optional.)

1. Encourage reduction in energy consumption compared to the previous financial year (2.6%), The outturn position is 92% performance against the target budget.

2. This has been achieved through a combination of a reduction in the energy consumption associated with street lighting, various energy conservation projects and adherence to the heating temperatures and times adopted by the Council.



	Value	Target	Benchmark Median
2012/13	78,281,274	73,534,413	
2013/14	72,470,181	73,131,049	
2014/15	68,270,033	73,438,726	
2015/16	66,493,247	71,920,236	

CTPP_018 Carbon Reduction Commitment Scheme - CO2 Production - kilograms per annum (KPI)

1. This is an excellent reduction in carbon emissions of 1.8M Kg compared to the previous financial year. This equates to an 8.2% reduction. The outturn position is 92% performance against the target budget.

2. This has been achieved through a combination of a reduction in the energy consumption associated with street lighting, various energy conservation projects and adherence to the heating temperatures and times adopted by the Council.

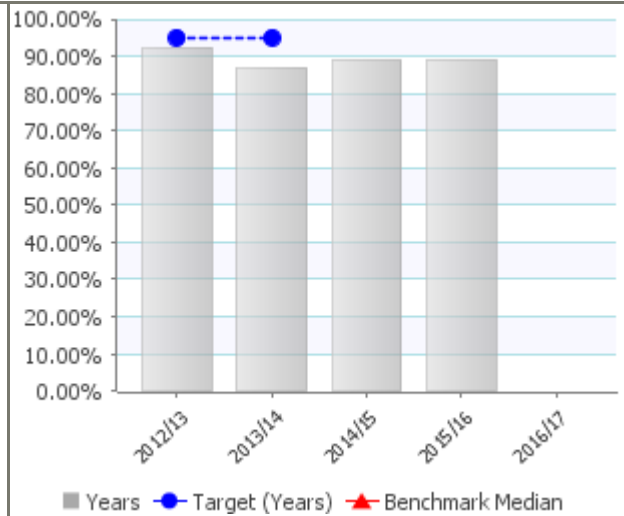


	Value	Target	Benchmark Median
2012/13	24,942,907	23,742,653	
2013/14	23,427,990	23,704,309	
2014/15	22,147,866	24,185,145	
2015/16	20,339,102	22,103,827	

CRPTS_020 Trading Standards business satisfaction index (KPI)

The Trading Standards business satisfaction index remained at 88.97% in 2015/16 the same figure as in 2014/15. We didn't set a target for this indicator in 2015/16 and don't have comparable data from other councils for it.

High figure demonstrating good service.



	Value	Target	Benchmark Median
2012/13	92.40%	95.00%	
2013/14	86.93%	95.00%	
2014/15	88.97%		
2015/16	88.97%		

CRPTS_021 Trading Standards consumer satisfaction index (KPI)

The Trading Standards consumer satisfaction index fell to 88.84% in 2015/16 from 93.32% in 2014/15. We didn't set a target for this indicator in 2015/16 and don't have comparable data from other councils for it.

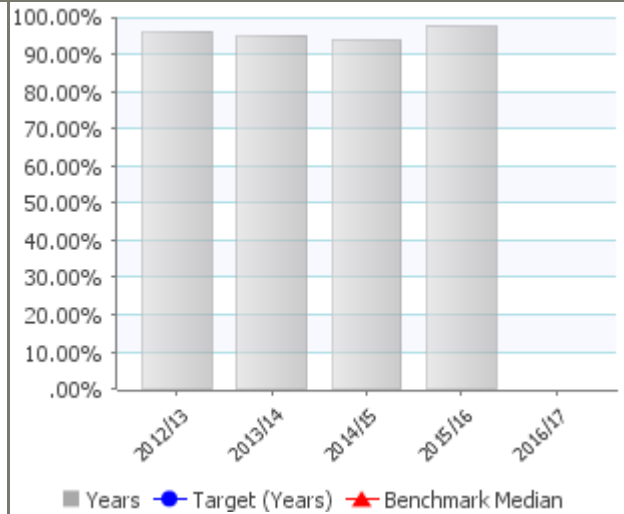
High figure demonstrating good quality intervention service.



	Value	Target	Benchmark Median
2012/13	88.59%	93.00%	
2013/14	94.01%	95.00%	
2014/15	93.32%		
2015/16	88.84%		

CRPTS_023 % of consumers expressing satisfaction with the Trading Standards service received.

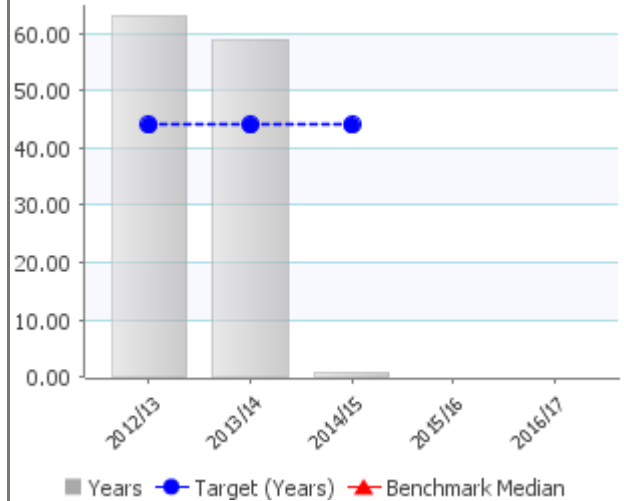
An exceptional figure showing that consumers are satisfied with our service and what we achieve on their behalf.



	Value	Target	Benchmark Median
2012/13	96.22%		
2013/14	95.12%		
2014/15	93.75%		
2015/16	97.34%		
2016/17			

CRPW_012 The number of complaints per 1000 households regarding the household waste collection service (KPI)

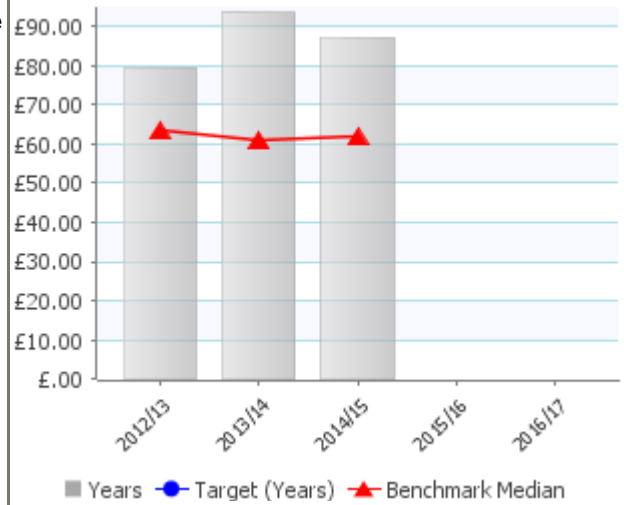
The number of complaints recorded this year have almost doubled, which indicates that better recording is taking place. Full guidance has not yet been provided to frontline staff as this was intended to tie in with other work which has been delayed. It is expected that once guidance has been provided that the number of complaints logged will increase.



	Value	Target	Benchmark Median
2012/13	63.00	44.00	
2013/14	58.90	44.00	
2014/15	0.67	44.00	
2015/16	1.13	44.00	

ENV1a_CRPW_024 Net cost of Waste collection per premise (SPI) (LGBF)

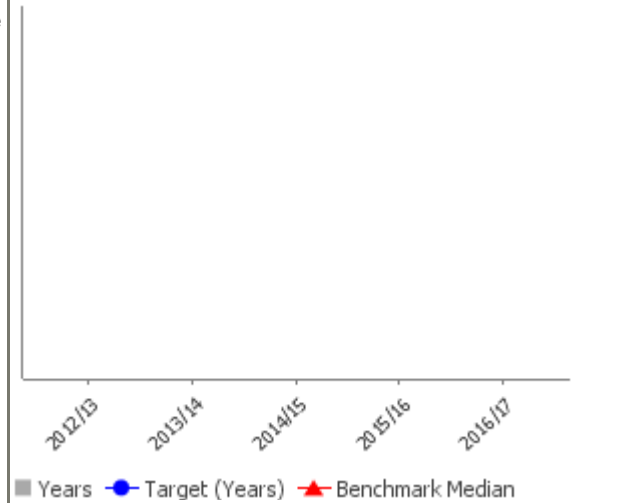
The data relating to this indicator is not yet available; therefore it is not possible at this stage to provide an accurate value. This will be available before 31 December 2016.



	Value	Target	Benchmark Median
2012/13	£79.53		£63.38
2013/14	£93.47		£60.99
2014/15	£87.18		£61.87
2015/16			

ENV2a_CRPW_025 Net cost per Waste disposal per premises (SPI) (LGBF)

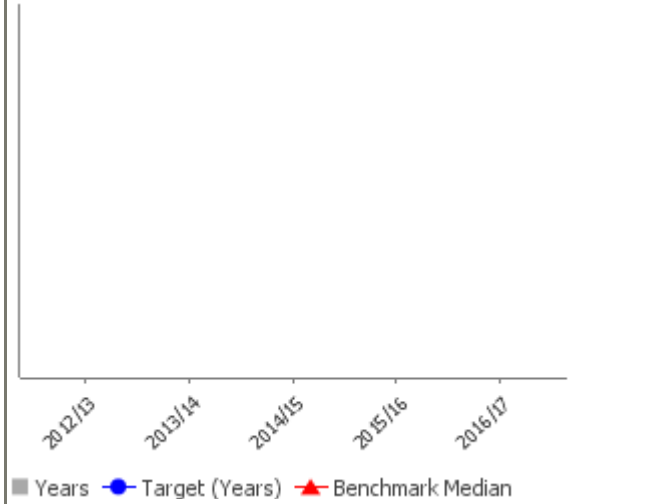
The data relating to this indicator is not yet available, therefore it is not possible at this stage to provide an accurate value. This will be available before 31 December 2016.



	Value	Target	Benchmark Median
2012/13	£74.08		£84.39
2013/14	£74.17		£84.15
2014/15	£80.28		£86.36
2015/16			

ENV3a_CRPW_017 Net cost of street cleaning per 1,000 population (SPI) (LGBF)

The data relating to this indicator is not available yet, therefore it is not possible to provide an accurate value. This will be available before 31 December 2016.



	Value	Target	Benchmark Median
2012/13	£14,611.48		£15,573.18
2013/14	£14,616.31		£14,874.66
2014/15	£15,926.62		£13,371.05
2015/16			

ENV3c_CRPW_026 Street cleanliness score (SPI) (LGBF)

This year's score is 95.5%, a half point up on last year's score, and compares favourably to the national average of 93.4% and the family grouping of 94.5%. While litter was found in 73.5% of transects surveyed, in most cases it caused low impact (with only 4.5% of sites showed unacceptable litter levels). The overall visual appearance is also assessed - in 97% of cases, it was considered that members of the public would perceive the appearance of the street scene to be acceptable.

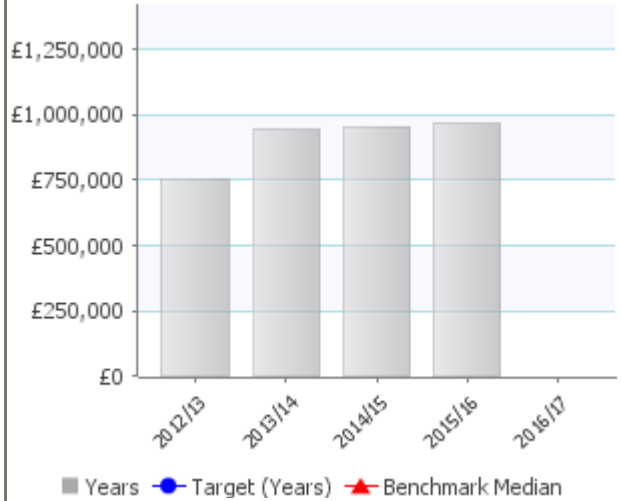


	Value	Target	Benchmark Median
2012/13	95	95	96
2013/14	95	95	97
2014/15	95	95	94
2015/16	96	95	

CPPH_048 Amount of current tenants' rent arrears

The level of rent arrears has been on a rising trend since 2012 due to the introduction of welfare reforms, which has had a detrimental impact on peoples' ability to pay, as well as reducing the proportion of rent eligible for Housing Benefit. The Council has taken steps to mitigate against this, and has been relatively successful in minimising the year on year rise, compared to many other local authorities where a greater impact has been experienced.

The phased introduction of Universal Credit will continue to put pressure on rental income through 2016 and into 2017 when the full roll out will be completed.



	Value	Target	Benchmark Median
2012/13	£754,811		
2013/14	£940,322		
2014/15	£952,326		
2015/16	£964,292		

C-AST1_CTPP011 Proportion of operational buildings that are suitable for their current use (SPI) (LGBF)

The proportion of operational buildings that were suitable for their current use increased from 88.57% in 2014/15 to 90.06% in 2015/16. This beat our 86% target. In 2014/15, the average Scottish council scored 84.69% and we were ranked 11th of 32 Scottish councils.

Although the number of operational buildings that were suitable for their current use remained at the same level as last year at 154 the total number of operational buildings has reduced as two buildings have been removed from the list (Birkhill Nursery and 115 High Street, Arbroath).

We have also replaced Brechin High School with the Brechin Community Campus and have carried out improvement works on other operational buildings.

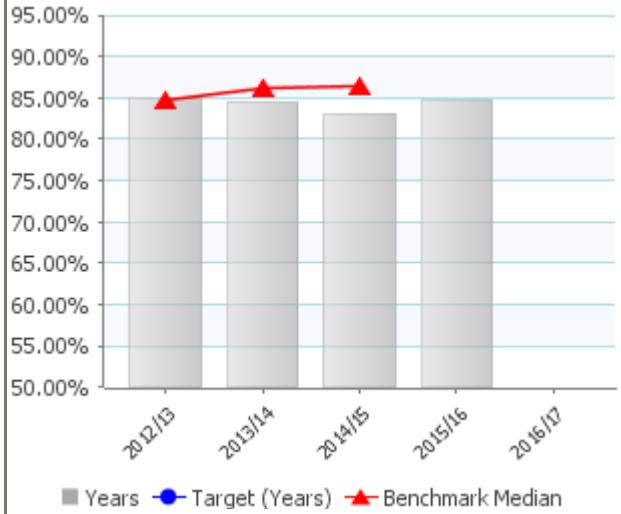


	Value	Target	Benchmark Median
2012/13	86.41%	86.00%	82.87%
2013/14	87.78%	86.00%	83.75%
2014/15	88.57%		84.37%
2015/16	90.06%	86.00%	

C-AST2_CTPP008 Proportion of internal floor area of operational buildings in satisfactory condition (SPI) (LGBF)

At the end of 2015/16 84.71% of the floor area of our buildings was in a satisfactory condition, this compares with 83.09% in 2014/15 and 84.39% in 2013/14. In 2014/15 we were ranked 20th of 32 Scottish councils. We have not set a target for this indicator.

The improvement in performance is mainly due to the replacement of Brechin High School with Brechin Community Campus.



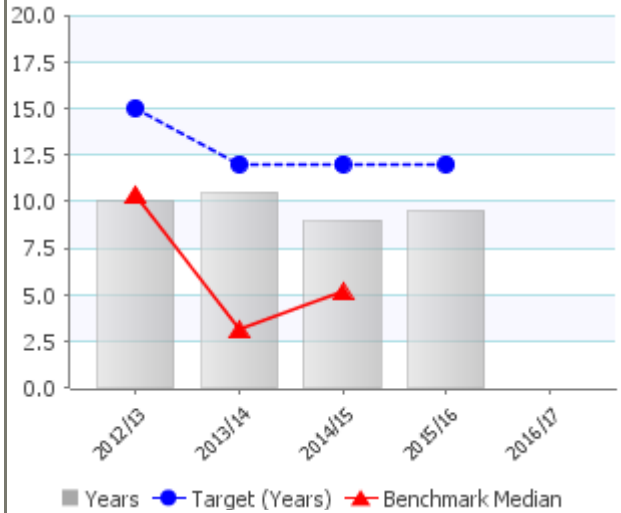
	Value	Target	Benchmark Median
2012/13	85.02%		84.72%
2013/14	84.39%		86.23%
2014/15	83.09%		86.42%
2015/16	84.71%		

Corp5b2_CRPEH018 (Domestic Noise) Average time (hours) between time of complaint and attendance on site, for those requiring attendance on site (SPI) (LGBF)

In 2014/15 it took us on average 9.0 hours to attend domestic noise complaints compared with 10.5 hours in 2013/14, beating out target of 12 hours. In 2014/15 the average Scottish council took 3.1 hours and we were ranked 18th of 32 Scottish councils.

The time taken to respond varies based on the type of noise nuisance reported and the priorities of the service given the other things it has to do. We do not have an out of hours noise complaint service and our staff have many issues to deal with. This means an immediate response is not always possible. Despite this we continue to meet our target response times.

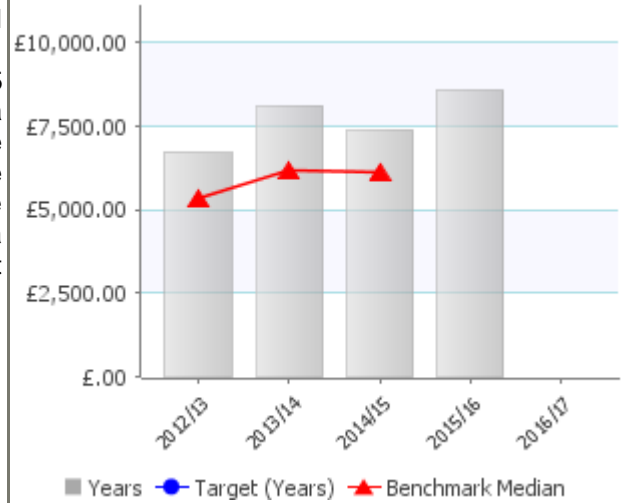
When the LGBF benchmarking Family Group starts work on noise nuisance we will use the opportunity to learn from other councils to improve the service we deliver.



	Value	Target	Benchmark Median
2012/13	10.0	15.0	10.4
2013/14	10.5	12.0	3.1
2014/15	9.0	12.0	5.2
2015/16	9.5	12.0	

ENV5a_CRPTS_025 Cost of trading standards per 1,000 population (SPI) (LGBF)

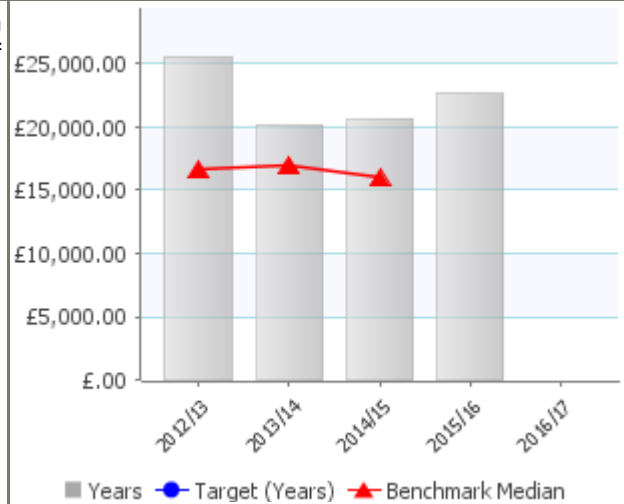
Rory Tosh - looking at the net expenditure information I produced for last year on the Local Finance Return (LFR) and calculating per 1000 head this equates to £22,600 and £8,555 respectively. Therefore, the LGBF data calculation is not a straight forward calculation and they must make some adjustments which I am unaware of. The LFR returns are being prepared this week by Finance for submission to the Scot Govt and thereafter (as per their website) the LGBF data is updated for 2015/16 in November, I propose that Covalent is updated at the time the LGBF data is published.



	Value	Target	Benchmark Median
2012/13	£6,677.57		£5,350.63
2013/14	£8,086.72		£6,172.05
2014/15	£7,371.85		£6,135.14
2015/16	£8,555.00		

ENV5b_CRPEH_026 Cost of environmental health per 1,000 population (SPI) (LGBF)

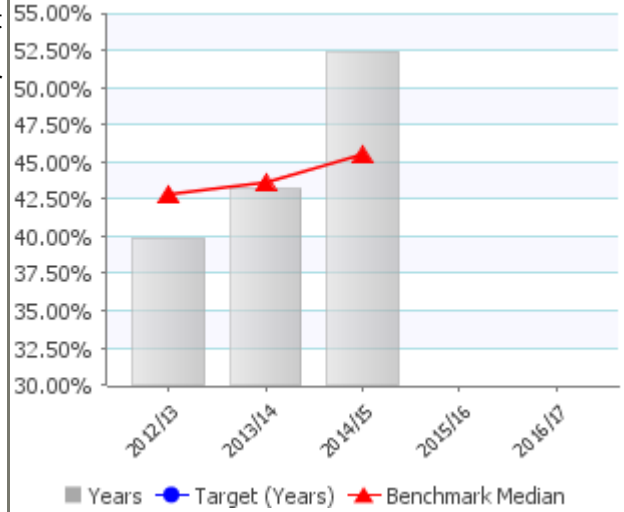
This figure was calculated using the net expenditure on Environmental Health in Angus divided by the population of Angus taken from the National Records of Scotland website.



	Value	Target	Benchmark Median
2012/13	£25,453.92		£16,630.73
2013/14	£20,079.15		£16,985.34
2014/15	£20,658.32		£15,956.36
2015/16	£22,600.00		

ENV6_CRPW_026 The % of total waste arising that is recycled (SPI) (LGBF)

Susanne Austin - The data relating to this indicator is not yet available, therefore it is not possible at this stage to provide an accurate value. This will be available before 31 December 2016.



	Value	Target	Benchmark Median
2012/13	39.81%		42.84%
2013/14	43.16%		43.58%
2014/15	52.40%		45.45%
2015/16			

ENV7a_CRPW_018 % of adults satisfied with refuse collection (SPI) (LGBF)

David Richards will update following the results of the Scottish Households Survey.



	Value	Target	Benchmark Median
2012/13	79.00%		86.50%
2013/14	82.00%		85.00%
2014/15	88.00%		86.00%
2015/16			

ENV7b_CRPW_019 % of adults satisfied with street cleaning (SPI) (LGBF)

This PI will be updated by David Richards following the Scottish Households Survey.



	Value	Target	Benchmark Median
2012/13	75.00%		76.00%
2013/14	80.00%		77.50%
2014/15	75.00%		75.00%
2015/16			

HSN1a_CPPH_050 Current tenants' arrears as a % of net rent due (SPI) (LGBF)

The current performance in this indicator is 7.66% successfully down from 8.02%.

This indicator has been a priority for officers over several services, with the introduction of the Welfare Reform in previous years and now the commencement of Universal Credit in Angus in April of this year. We have tried to mitigate against these changes by supporting tenants where possible to move to smaller properties to eliminate the increases in rent due to the removal of the spare room subsidies.

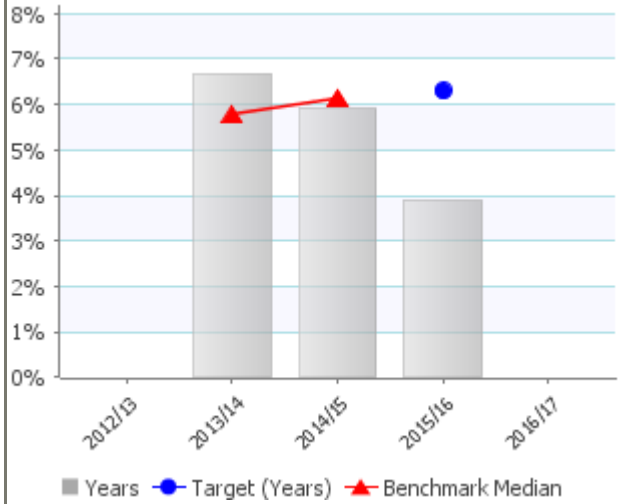
We will continue to work with tenants who have difficulties in paying rent and we refer to services where applicable to get further financial help and ensure that all benefits available are being claimed for and in a timely manner.



	Value	Target	Benchmark Median
2012/13	7.30%	7.15%	6.76%
2013/14	8.38%	8.00%	
2014/15	8.02%	8.00%	
2015/16	7.66%		

HSN1b_CPPH_085 Gross rent arrears (all tenants) as at 31st March each year as a percentage of rent due for reporting year (SHR31) (SPI) (LGBF)

The current performance in this indicator is 3.9% dramatically down from 5.9% the target set for this indicator was 6.3% as it was thought with the new welfare reform changes this would be a significantly difficult target to meet. However, with the persistently good effort from officers from various services we have significantly reduced this figure. Officers are continuing to work with individuals to enable them to deal successfully with personal finances ensuring continued payment of rent and any arrears build up are getting paid off. As part of our Housing Improvement team activities we will continue to monitor this indicator and bring forward further improvements in the year ahead.



	Value	Target	Benchmark Median
2012/13			
2013/14	6.67%		5.79%
2014/15	5.91%		6.16%
2015/16	3.88%	6.3%	

HSN2_CPPH_086 % of rent due lost through properties being empty during the last year (SHR34) (SPI) (LGBF)

The current performance has been dramatically improved this year, now sitting at 1.07%, down significantly from 1.56% in 2014/15. This is well within the 1.3% target set for the year by our tenant steering group. We have carried out a significant amount of work in this area to help deliver this improvement. We carried out a LEAN review, which looked at our procedures to remove duplication and any unnecessary steps, and have been using our immediate to let website to advertise all voids after 3 offers are refused. We are finding this is significantly reducing the void days on more difficult to let properties.



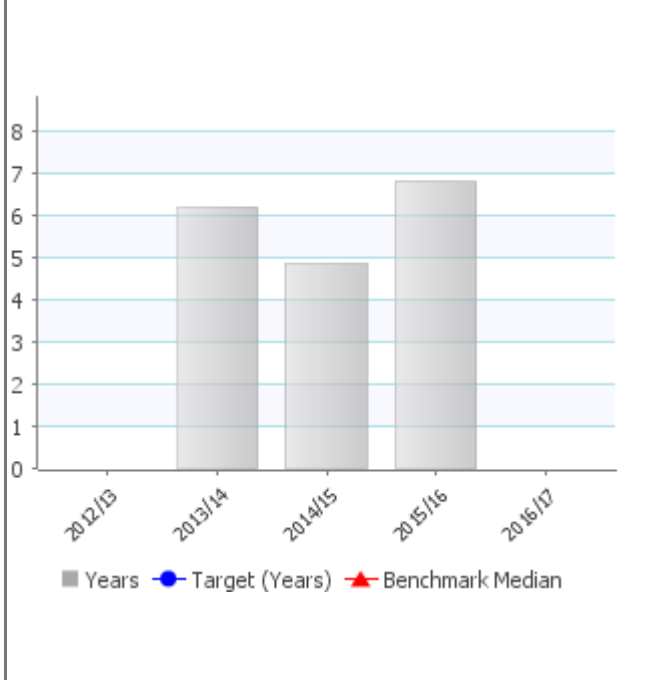
	Value	Target	Benchmark Median
2012/13	0.99%	0.5%	1.04%
2013/14	2.56%	0.9%	1.21%
2014/15	1.72%		0.97%
2015/16	1.07%		

HSN4b_CPPH_087 Average length of time taken to complete non-emergency repairs (SHR12) (SPI) (LGBF)

The current performance in this area is 6.79 days up from 4.85 days.

The change in performance is mainly due to the new contracts, which commenced in June 2015, taking time to bed in. Some new contractors have taken a bit of time to become familiar with the system, whilst the year's figures have been negatively affected by contractors who had lost their contract, working out the remaining period in a less than positive way, up to end of May. This significantly brought down the earlier months performance.

We are closely monitoring our repair contracts now with quarterly meetings with contractors to ensure that the correct support is given when required and ensuring all contractual requirements are being met. This indicator will also be monitored through our Housing Improvement team activities to ensure further improvements can be made and we are also working with our Tenant Scrutineers who are in the process of completing a service review in the unplanned repairs area it is hoped this activity will bring forward more recommendations and improvements to the service from a tenant's point of view.



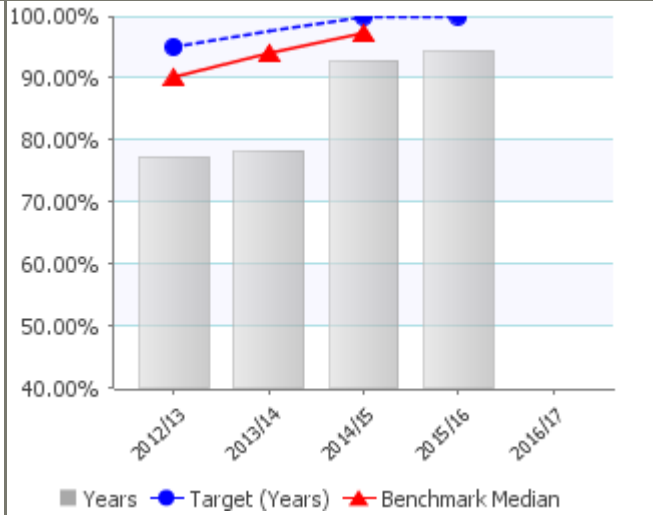
	Value	Target	Benchmark Median
2012/13			
2013/14	6.2		9.58
2014/15	4.85		9.14
2015/16	6.79		

HSN5_CPPH_014 % of council dwellings that are energy efficient (SOA 2011-13) (SPI) (LGBF)

The current performance in this indicator is at 93.65% an increase from 92.87%.

This indicator does not take into account properties that we are unable to carry out improvements to, abeyances. This is where tenants don't wish to take part in the improvements offered or when there are owner occupiers in the block and they don't wish to take part in exterior insulation measures, although we are working with other grant funding measures to enable owners occupiers to participate at no cost or minimum cost to them.

When our own properties become vacant we use this time to carry out the necessary improvements to bring them up to standard.



	Value	Target	Benchmark Median
2012/13	77.12%	95.00%	90.15%
2013/14	78.35%		94.11%
2014/15	92.87%	100.00%	97.36%
2015/16	94.40%	100.00%	

ENV4a_CTPR_023 Cost of maintenance per kilometre of roads (SPI) (LGBF)

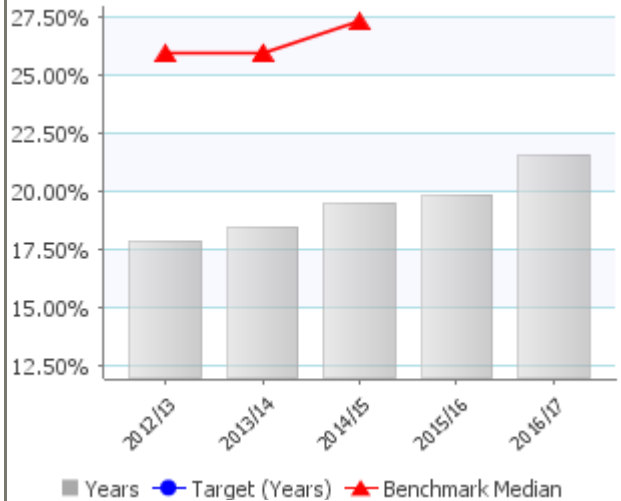
Draft data for 2015/16 now available and included as £6,075. From draft figures Scottish average is £10,691.



	Value	Target	Benchmark Median
2012/13	£4,573.29		£8,284.58
2013/14	£3,046.66		£6,979.59
2014/15	£3,451.23		£7,112.30
2015/16	£6,075.00		

ENV4b_CTPR_001 Percentage of A class roads that should be considered for maintenance treatment (SPI) (LGBF)

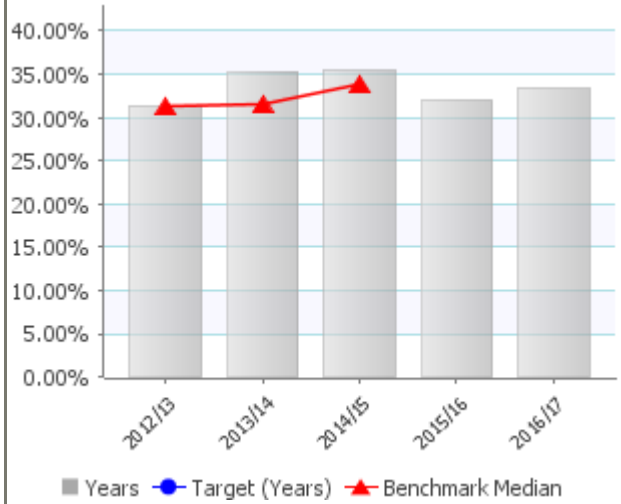
Percentage of A class roads that should be considered for treatment has increased due most likely to severe weather conditions experienced in 15/16 in the form of flooding. We still await the results from other councils to allow comparison.



	Value	Target	Benchmark Median
2012/13	17.90%		25.95%
2013/14	18.50%		26.00%
2014/15	19.54%		27.31%
2015/16	19.90%		

ENV4c_CTPR_002 Percentage of B class roads that should be considered for maintenance treatment (SPI) (LGBF)

Percentage of B class roads that should be considered for treatment has increased due most likely to severe weather conditions experienced in 15/16 in the form of flooding. We still await the results from other councils to allow comparison.



	Value	Target	Benchmark Median
2012/13	31.20%		31.25%
2013/14	35.32%		31.52%
2014/15	35.43%		33.81%
2015/16	32.00%		

ENV4d_CTPR_003 Percentage of C class roads that should be considered for maintenance treatment (SPI) (LGBF)

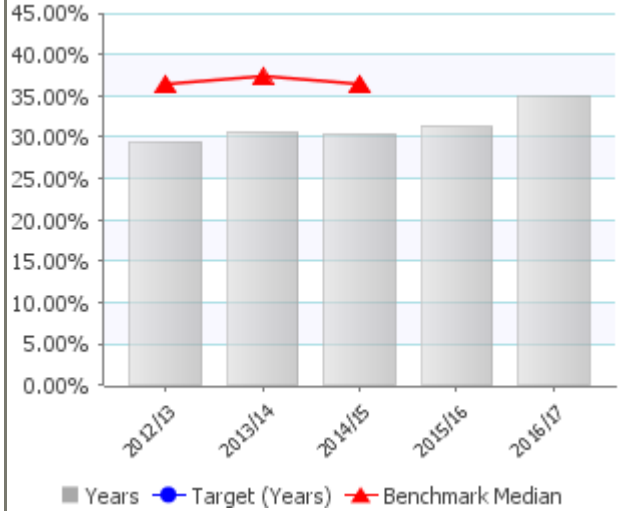
Percentage of C class roads that should be considered for treatment has increased due most likely to severe weather conditions experienced in 15/16 in the form of flooding. We still await the results from other councils to allow comparison.



	Value	Target	Benchmark Median
2012/13	28.00%		34.55%
2013/14	31.57%		37.44%
2014/15	31.35%		38.31%
2015/16	27.10%		

ENV4e_CTPR_004 Percentage of U class roads that should be considered for maintenance treatment (SPI) (LGBF)

Percentage of U class roads that should be considered for treatment has increased due most likely to severe weather conditions experienced in 15/16 in the form of flooding. We still await the results from other councils to allow comparison.



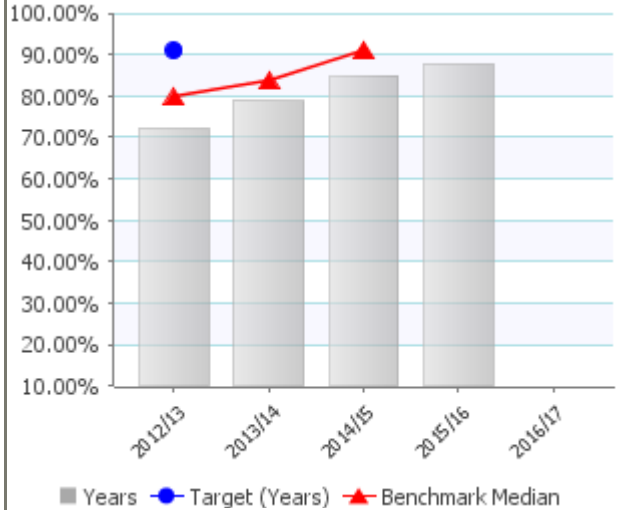
	Value	Target	Benchmark Median
2012/13	29.40%		36.45%
2013/14	30.53%		37.30%
2014/15	30.30%		36.51%
2015/16	31.20%		

HSN3_CPPH_020 % of stock meeting the SHQS (SHR7) (SOA 2011-13) (SPI) (LGBF)

The current performance in this indicator is 87.6% a significant increase from 84.95%.

We are continuing our improvement programmes throughout Angus to increase this indicator, picking up any properties becoming empty where previously tenants had not wished to take part in any improvement programmes.

We are using alternative methods of increasing energy efficiency on more rural properties which are off the gas network. But we are finding this indicator is continuing to be difficult to meet due to the new SAP 2012 changing and where properties previously met the measure they are now not meeting due to the changes. These properties are being added to the improvement programmes as they arise.



	Value	Target	Benchmark Median
2012/13	72.00%	91.00%	79.67%
2013/14	78.71%		83.54%
2014/15	84.95%		91.04%
2015/16	87.60%		

HSN5_CPPH_088 % of properties at or above the appropriate NHER or SAP ratings specified in element 35 of the SHQS, as at 31st March each year (SHR 8) (SPI) (LGBF)

The current performance in the indicator is at 94.4% an increase from 92.87%.

We are continuing to carry out our improvement programme through electric to gas heating conversions and we will continue to look at alternative energy efficiency measures to improve more difficult to reach properties i.e. rural off gas network properties. We will also continue to improve properties which become vacant that we were previously unable to carrying out improvements too.

With the new standards coming in this indicator will continue to be of high priority and we will ensure we continue to improve standards for all tenants through our Housing Improvement team activities.



	Value	Target	Benchmark Median
2012/13	77.12%	96.00%	90.15%
2013/14	78.35%		94.11%
2014/15	92.87%		97.36%
2015/16	94.40%		

CPPH_023 % of rent due in the year that was lost due to voids (KPI)

Annual Report Note 2014/15
Significant improvement on 13/14, but still poorer performance than the four years prior to 13/14. Recommendations of 2015 LEAN study should enable reductions in this indicator in future years.

There has been a continuing effect of new build and the chains of allocations that have come from these on voids and this has increased turnover which naturally has an effect on voids.

Measure reactivated 21 April 2016 as per instructions from service.



	Value	Target	Benchmark Median
2012/13	0.99%	0.50%	1.04%
2013/14	2.56%	0.90%	1.21%
2014/15	1.56%		
2015/16	1.07%	1.30%	

CTPR_005 % of the road network that should be considered for maintenance treatment - Overall (KPI)

The percentage of the road network that should be considered for maintenance treatment is improved at 28.9 from 30.10% in 2014/15 to 28.9 in 2015/16.

We continue to target the most effective treatments on those areas where the greatest benefit can be derived while still keeping the network safe and serviceable.



	Value	Target	Benchmark Median
2012/13	27.90%	30.00%	34.70%
2013/14	30.09%	30.00%	
2014/15	30.10%	30.00%	
2015/16	28.90%	30.00%	

3. CONSULTATION

Customer Consultations Completed

A range of consultations were carried out during the year. The table below summarise the detail of these and the outcomes derived:-

TITLE	BRIEF DESCRIPTION	WHAT WE HOPE THE CONSULTATION WILL ACHIEVE	OUTCOME
Arbroath (Brothock Water) Flood Prevention Team	The Arbroath Flood Protection Scheme is being advanced to reduce river flood risk.	This reduction in flood risk will have a positive benefit to economic damages, the health and wellbeing of the community and socially vulnerable people located within the flood protection scheme area.	The public consultation for the Arbroath (Brothock Water) Flood Protection Scheme was held on the 30th May to the 1st of June at Action Angus in Arbroath and again on the 2nd of July at St Vigeans Church Hall. We are delighted with the enthusiastic response that we received; and attendance at the event, including local residents, elected members and local business owners. We are also very encouraged by the strong showing of support that was given for the current proposals. However, a broad range of opinions were expressed with some registering concerns over visual issues and effects on the local wildlife habitats. The consultation provided the opportunity for local people to discuss the plans with council officers involved in the project, and have a say in how they would like to improve the plans from their current arrangement. Visual issues, both within and outside the site, were also noted. The majority of those who gave feedback expressed support for the natural wildlife habitats. The project team has spent time studying the comments and feedback

			that was raised, in order to improve the proposals further.
Flood Risk Management Local Plan	As part of the Flood Risk Management (Scotland) Act 2009, we must prepare and consult on a local flood risk management plan.	This consultation is important as it allows individuals to feedback on and inform the Tay Estuary and Montrose Basin's approach to flood risk management over the next six years.	This consultation closed on 2 June 2015. There were 8 responses received for the Tay Estuary and Montrose Basin, for which Angus Council are the lead authority. No consultation responses, nor any of those submitted for the Tay local plan district which covers an area of Angus including Forfar and Kirriemuir, were received relating to Angus locations. The responses received were not considered significant and therefore no allowance needs to be made in the development of the Local Flood Risk Management Plans.
Arbroath Snapshots	Live in Arbroath or surrounding area? We want to hear what you've got to say.	We hope that 'Community Snapshots' will enable us present the views of community members at the first annual locality planning event.	This data has been added to the data collected during street work to give us a picture of what community members feel are the issues in the area. This was fed into the locality plan for Arbroath.
Angus Community Learning and Development Plan	Community learning and development (CLD) has a powerful impact on the lives of learners and communities supporting them to identify and work towards change.	Opinions shown in the completed surveys should help CLD team to finalise CLD plan	The CLD Consultation was hours and the findings were used to inform the CLD Plan for Angus which was published in September 2015.
Community Planning in Angus	The Angus Community Planning Partnership wants to ensure that the information that you can access is fit for your purposes and is readily available.	Feedback on Community Planning required from survey.	The results of the survey were reported to the Angus community Planning Partnership and informed the re-structuring of the partnership.

Connecting Sidlaw	The local communities team wants to gather information from anyone living in the Sidlaw area about who they connect with on a day to day basis as well as what skills they have that could be shared with others in the community.	Results will be used to inform a local community planning event being run in September	We found that the majority of people had someone who could help them if they needed and who they trusted enough to give a key to their house.
Connecting Monifieth	The local communities team wants to gather information from anyone living in the Monifieth area about who they connect with on a day to day basis as well as what skills they have that could be shared with others in the community.	Results will be used to inform a local community planning event being run in September	The majority of people regularly saw someone in their neighbourhood although 16% said they did not see anyone on a regular basis.
Connecting Kirriemuir	The local communities team wants to gather information from anyone living in the Kirriemuir area about who they connect with on a day to day basis as well as what skills they have that could be shared with others in the community.	Results will be used to inform a local community planning event being run in October	A third of people weren't sure who they would go to share any hopes or concerns they had for their community whilst 47% said they would go to their community council.
Connecting Forfar	The local communities team wants to gather information from anyone living in the Forfar area about who they connect with on a day to day basis as well as what skills they have that could be shared with others in the community.	Results will be used to inform a local community planning event being run in October	97% had a skill ranging from knocking out walls, to visiting a neighbour and 50% of people said they would be willing to share their skills with others.

Connecting Carnoustie	The local communities team wants to gather information from anyone living in the Carnoustie area about who they connect with on a day to day basis as well as what skills they have that could be shared with others in the community.	Results will be used to inform a local community planning event being run in September	117 people filled out this survey, we found that the majority of people had someone who could help them if they needed and who they trusted enough to give a key to their house.
Local bus service contracts in the Angus Council area	A number of local bus services operated under contract to Angus Council are due for renewal in late May 2017. These are services which operate with financial support from the council in order to maintain vital public transport links for the community.	It is planned that tenders will be invited from local bus operators in October 2016. The costs returned to us by local bus service operators will then form part of the council's budget setting process for the financial year 2017/2018 with new and/or revised contracts commencing in late May 2017.	Comments received during the consultation process will be included where practical in the forthcoming tenders for local bus service provision.
Montrose Charrette – postcards from the future	Want to join in with the Montrose charrette? We have been thinking about what we like, what we don't like and what we would like to see different in 2026. Complete the Montrose Charrette - Postcards from the future survey to have your say. If you leave your details we'll send you a postcard!	Formal report to be available by the end of September.	This survey was done in conjunction with the Montrose charrette and was incorporated into the charrette findings. The charrette report has only recently been finalised.

TAYplan Proposed Strategic Development Plan	The authority has just published its Proposed Strategic Development Plan.	When finalised, the plan will set out land use planning policies to guide where development should and should not go over the next 20 years or so.	The consultation on TAYplan 2 ran between May 15 and July 15. The plan was submitted to Scottish Ministers on the 8th June 2016.
Draft Policy and Procedure for unauthorised encampments of Gypsy Travellers	The Managing Unauthorised Encampments of Gypsies Travellers - Policy and Procedure Final Draft August 2015 document aims to give a clear direction of the policy of Angus Council regarding unauthorised encampments of gypsies/travellers in Angus and the procedures to be followed when responding to reports of encampments. Angus Council recognises the right of gypsies/travellers to practise a nomadic lifestyle, travelling and staying on short term sites.	This document seeks to balance this recognition with the needs of the settled community of Angus.	Reported communities committee 17 November 2015 (443/15) and aims to give a clear direction of the policy of the council regarding unauthorised encampments in Angus, giving clear procedures to be followed by staff in these incidences.
Traffic calming installation – Poplar Drive, Ballumbie Castle Estate	Ballumbie Castle Estate residents are being asked for their views on a proposal to install traffic calming measures on Poplar Drive, Ballumbie.	The proposal involves the installation of 3 sets of 75mm high speed cushions on Poplar Drive between its junction with the B978 and the roundabout. No decision will be taken regarding this proposal until the feedback from this consultation has been considered by Angus Council's Communities Committee.	7 (64%) of respondents agreed with the proposed traffic calming installation on Poplar Drive and 4 (36%) disagreed with the installation. 5 (45%) of responses were received as a hard copy and 6 (55%) were completed in an electronic format through Survey Monkey. 100% of the respondents that answered this question indicated that they were pedestrians and motorists and 33.3% indicated that they were cyclists. Responses were received from representatives from Murroes & Wellbank Community Council and

			Ballumbie Castle Residents' Association who agreed with the proposed traffic calming installation but asked for additional measures to be installed on Silver Birch Drive on the approach to the roundabout. 6 (55%) of respondents asked for additional traffic calming measures to be installed on Silver Birch Drive on the approach to the roundabout.
Voluntary Action Angus – attitudes to poverty survey	Voluntary Action Angus is currently undertaking a piece of research to help us understand the scale and nature of disadvantage affecting individuals and families in Angus.	Results of surveys to be analysed and to be taken to a meeting of the Angus Community Planning Partnerships	This results of this survey informed a Angus Community planning Partnership workshop around their cross cutting theme of poverty and disadvantage.

In the following locations, footway and carriageway works were carried out, some as combined projects. As in previous years, customer satisfaction surveys were subsequently carried out with residents. Various elements were surveyed including notification of works, start/end dates, access arrangements, completed road surface, signing and barriers, working hours, duration and staff attitude. Satisfaction levels were generally good with no trends or overwhelming demands for improvements to policy, procedure and practice. A summary of results are as noted below:

Location	Area Enhanced	Overall Satisfaction (Excellent/Adequate)
B955 Dykhead	Not included as confused with pothole filling work	Not included as confused with pothole filling work
Bloomfield Road, Arbroath	93%	96%
Dawson Crescent, Monifieth	97%	89%
Main Road, Westmuir	100%	67%
Marywell Gardens, Kirriemuir	88%	88%
U389 Glen Isla	80%	83%
Overall	92%	85%

COMPLAINTS

There has been a noticeable reduction in complaints with 157 being reported in 2015/16 compared to 217 in 2014/15 a considerable reduction of 27.65%. This can mainly be contributed to the review of complaint reporting within the directorate as a number of complaints during 2015/16 should actually been attributed to service requests.

Table 1 below gives a breakdown of complaints by business unit within the directorate. Table 2 summarises the categories of complaints recorded using the CRM business groupings.

Table 1

	2015/16	2014/15
Business Unit	Total	Total
ACCESS	9	7
Leisure	17	10
Cultural	5	5
Community Planning	1	0
Housing	43	68
Planning	16	13
ECP	0	3
Environmental Management	36	85
RPPS	9	5
Planning and Transport	0	6
Property	1	4
Roads	20	11
Business Support	0	0
	157	217

Table 2

Category of complaints by Business Unit between 01/04/15 - 31/03/16

	Council's failure to follow appropriate administrative procedure	Delay in responding to enquiries and request	Disagreement with a decision where customer cannot use another procedure	Dissatisfaction with council policy	Failure to provide service	Inadequate standard	Other	Treatment or attitude of a staff member	2015/16	Upheld
Business Unit										
ACCESS	0	2	0	0	2	0	0	5	9	2
Leisure	0	3	0	0	1	5	0	8	17	6
Cultural				1	1	1	1	1	5	0
Community Planning	0	0	0	0	0	0	0	1	1	0
Housing	3	8	0	3	9	6	3	11	43	5
Planning	0	5	2	3	0	5	1	0	16	2
ECP	0	0	0	0	0	0	0	0	0	0
Environmental Management	0	7	0	2	8	1	1	17	36	11
RPPS	0	2	0	0	1	2	1	3	9	1
Planning and Transport	0	0	0	0	0	0	0	0	0	0
Property	0	0	0	0	1	0	0	0	1	1
Roads	1	1	0	5	3	8	1	1	20	1
Business Support	0	0	0	0	0	0	0	0	0	0
Total	4	28	2	14	26	28	8	47	157	29

During 2015/16 only 18.48% of complaints made to the directorate were upheld.

4. STAFFING

The following table summarises the actual staff numbers in 2015/16 and 2014/15.

	2015/16				2014/15
	Total Staff	Full Time	Part Time	FTE Total	FTE Total
Communities Directorate:-					
Directorate	7	7	0	7	8
Business Support	45	29	16	39.06	41.56
ACCESSLine	14	8	6	9.93	9.04
Planning and Place:-					
Community Planning	91	29	62	50.88	55.7
Housing	86	69	17	77.99	83.01
Planning	45	40	5	43.23	46.92
Regulatory, Protective and Prevention Services:-					
Prevention & Protection	70	56	14	64.93	64.7
Waste Management	236	197	39	217.65	234.42
Parks Services	115	114	1	113.91	115.91
Technical & Property Services:-					
Roads	68	62	6	62.4	70.6
Property Services	104	45	59	75.08	98.93
Total	881	656	225	762.06	828.79

The following chart summarises the sickness levels for staff within Communities for 2015/16 with a comparison to 2014/15.

	Number of staff employed on a 5 day working week:	No of working days	Number of staff employed other than a 5 day working week:	No of working days	No of work days lost not sick	Total No of productive days	Total Sick days lost	%
2015/16	894.95	58629.45	297.50	9287.75	8858.21	59058.99	2975.00	5.04%
2014/15	899.13	58,655.50	389.75	1,020.25	9,202.73	59,683.00	3,270.38	5.48%

5. SAFETY, HEALTH AND WELLBEING

Staff across Communities attended the following courses to enhance their health and safety knowledge and skills. With the further development of E-Learning across the council all staff have direct access to a variety of health and safety training modules.

No of Attendees	Course Title
40	Absence Management Workshop
9	First Aid – High Risk
42	First Aid – Duty of Care Training
4	First Aid - Emergency
3	Security Awareness
46	Emergency Awareness
8	Dealing with Difficult Telephone Calls
115	E-Induction Training
88	Data Protection and Handling Information Correctly
6	Stress Management and the Risk Assessment Process
2	Recognising Stress
8	Personal Stress Awareness
3	Dealing with Stress
5	Dealing with Violent & Aggressive Situations
89	How we manage our workstations
16	Protecting People – Better Awareness
20	Equality & Diversity Workshop
18	e-managing Equalities & Diversity
4	Asbestos Awareness
3	e-Asbestos Awareness
34	Construction and Property Health and Safety Awareness
1	CDM Regulations
2	City & Guilds Inspection & Testing

No of Attendees	Technical Courses carried out within Planning
4	2015 Changes to Technical Handbook
1	Advertisement Control
1	Approved Certified of Design
1	BS9999
4	Building Standards Dissemination Event
3	Current Issues in Planning Enforcement
1	Dampness in Traditional Buildings
7	Electrical Awareness
1	GIS Location Centre Training
2	Hazardous Substance Training

1	Introduction to CFD Simulation of Fires using FDS
3	ISO 9001;2015 Transition Training
12	Pipeline Hazards
1	Protected Mammals
1	Retention Module
1	SNH-Habitat Regulations Appraisal
2	SNH-Habitats Regulations Overview part1
2	SNH-Habitats Regulations Overview part2
3	Sustainable Urban Drainage Systems
2	The Abuse and Use of Planning Conditions / Section 72
2	The Language of Urban Design
1	Understanding & Defining Development
1	Understanding the APC

Within Roads section of Technical and Property Services they have continued to maintain their accreditation of the British Standards Institute OHSAS: 18001 standards through two inspections in 2015/16. Staff have also attended numerous technical courses that directly or indirectly include safety elements.

6. ASSET MANAGEMENT

The lists below, by business unit, give detail of the assets recorded against the directorate. (Figures in brackets relate to 2014/15 which are included for comparison).

PLANNING & PLACE:

Housing

- Housing stock as at 31 March 2016 – 7705 (7764)
- Garage stock as at 31 March 2016 – 1679 (1679)
- Garage sites as at 31 March 2016 – 892 (797)
- William Wallace House, Forfar (owned by Housing Revenue Account)

TECHNICAL AND PROPERTY SERVICES:

Roads

- 1125 miles of road (1,124)
- 21941 lighting columns (21,216)
- 377 bridges (376)
- 810 bus stops (807)
- 330 bus shelters (329)

Property

Assets owned by Angus Council but operated by ANGUSALive

- Sports Centres – 5 Dry with 3 Wet and Dry
- 1 Swimming Pool
- 6 public halls owned and administered with 2 additional halls leased to community groups
- Webster Memorial Theatre (Arbroath)
- 7 full-time libraries
- 2 mobile libraries
- Hold a collection of 231,669 library items (234,485)
- People's Network have 55 personal computers in the Library Learning Centres including corporate and guest Wi-Fi
- 6 Accredited Museums and Galleries
- Hold a collection of 96,000 museum exhibits
- Angus Archive (Restenneth)
- 1 ACCESS office in each of the 7 burghs

REGULATORY, PROTECTIVE & PREVENTION SERVICES:

Parks

- 101 Parks which include – 13 burgh parks / 25 local parks and 58 open spaces
- 592 Ha of maintained parkland
- 96 playgrounds – with 595 play equipment items
- 61 maintained sports pitches
- 71 burial grounds covering 51Ha
- Crombie and Monikie Country Park
- Forfar Loch Country Park
- Montrose Nature Reserve
- Glen Doll – Angus Glens Ranger Base
- Areas for outdoor recreation at Carnoustie, Forfar, Monifieth and Montrose – working in partnership to deliver outdoor recreation services in Arbroath
- Synthetic grass pitches at Arbroath, Carnoustie and Kirriemuir

- South Links Holiday Park
- Caravan parks which are leased out in Carnoustie, and Forfar

Waste Management

- 7 Depots within Arbroath, Brechin, Carnoustie, Forfar, Kirriemuir, Monifieth and Montrose (some shared with Ground Maintenance)
- 7 recycling centres and 47 neighbourhood recycling points / glass banks
- Restenneth Landfill Site covering 36.9Ha
- Angus Communities Recycling Opportunities Partnership (Angus Council Recycling Operating Plant)

7. EQUALITIES

Two senior managers represent the directorate on the Corporate Equalities Working Group and have supported the work of the group throughout 2015/16.

During the year the directorate has encouraged participation in the undernoted equalities activities:-

- Continuing to ensure staff are trained in equalities issues and awareness
- Worked to change the culture, attitudes and mind-set re equalities
- Review of directorate policies and plans to ensure inequalities are levelled
- Ensure all committee reports are fully checked and meet Equality Impact Assessment guidelines
- Be mindful of equalities issues when designing and delivering services
- Arranged traffic signage in Gaelic
- Ensure equalities are embedded in employment and recruitment throughout directorate
- The drafting and implementation for new policy for managing and unauthorised encampment for gypsy travellers

The Housing Division had a £520,000 annual programme in 2015/16 to provide aids and adaptations for council housing tenants with special requirements. The new-build Council house programme also has a focus on delivering barrier free housing, and this, coupled with the allocation policy agreed with partners in the common housing register, is designed to ensure that everyone has equal access to a good quality home.