

**Communities Directorate
Improvement Plan**

**Mid-Term Report
30 September 2015**

Introduction from Strategic Director

The mid-term report highlights the breadth of work covered within the Communities Directorate, focussing on improving services for our customers, seeking to get it right first time and to resolve issues quickly where they arise. This is a long term journey but one the entire Directorate is committed to.

Communities are striving to complete the transformational agenda in joining up services across the council and critically becoming a more customer focused service.

The attached information gives where the directorate is for the first half year of 2015/16. This report is an update of actions and at this point does not include performance indicators as the directorate has commenced a LEAN/Delta review on how performance management is presented and how this influences the way business planning is carried out within the directorate. This is due to be completed by early summer of 2016 which will be incorporated in the 2016/19 Communities Annual Report in this new format, including the measures the directorate intends to use in the future.

Therefore, this is an abbreviated version of the mid-term report showing progress as at 30 September 2015 against actions.

Business unit operational plans now incorporate appropriate risk actions and officers are carrying out a further review of these for the start of the 2016/17 business period.

Communities will continue to monitor these and take action where necessary.

Partnership Priorities and Local Outcomes	Council Priorities	Communities Directorate Priorities
<p>Communities that are Safe and Strong:</p> <ul style="list-style-type: none"> ➤ Individuals are supported in their own communities with good quality services 	<ul style="list-style-type: none"> ➤ Area based services 	<ul style="list-style-type: none"> ➤ Improve our Customer Service ➤ Delivery of high quality services - Get it right first time ➤ Enhance electronic service delivery, coordinated via Angus Digital Board
<p>Communities that are Caring and Healthy:</p> <ul style="list-style-type: none"> ➤ We have improved the health and wellbeing of our people and inequalities are reduced 	<ul style="list-style-type: none"> ➤ Transformational Change 	<ul style="list-style-type: none"> ➤ Progress the Culture and Leisure Trust project
<p>Communities that are Sustainable:</p> <ul style="list-style-type: none"> ➤ Our communities are developed in a sustainable manner ➤ Our natural and built environment is protected and enjoyed ➤ Our carbon footprint is reduced 	<ul style="list-style-type: none"> ➤ Transformational Change/ Improve Recycling ➤ Transformational Change 	<ul style="list-style-type: none"> ➤ Review capital needs for the Communities Directorate ➤ Develop a collaborative working arrangement for waste collection activities, ➤ Lead the Passenger Transport and Green Fleet Review and implement the outcomes
<p>Managing Our Business</p>	<ul style="list-style-type: none"> ➤ Transformational Change 	<ul style="list-style-type: none"> ➤ Focus on performance management to demonstrate continuous improvement ➤ Ensure we have a flexible and adaptable workforce to meet the needs of our communities ➤ Develop and embed mobile and agile working into our service delivery models

Priority: Improve our Customer Service

What the service will do:

- Pursue the Customer Service Excellence Model across Communities
- Increase percentage of customer enquiries dealt with at first point of contact

How we will do this:

How we will do it	Progress as at 30 September
We will implement the tenant participation strategy	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 introduce plans to ensure the workforce continually learn and develop within Building Standards	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 continuing professional development.
We will review our approach to planning enforcement	Enforcement Charter reviewed and updated and joint charter with Cairngorms National Park Authority agreed.
We will undertake a customer satisfaction survey for planning matters	Customer survey for planning applications is ongoing and customer satisfaction survey for pre-application service introduced
We will engage with developers in Angus	Developers forum now well established and working well
We will implement a tenant led service review programme	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	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 the year	Surveys completed

Priority: Delivery of High Quality Services – Get it Right First Time

What the service will do:

- Adopt a LEAN approach to ensure appropriate processes are in place
- Strive to deliver excellent services at all times
- Always consider the needs of the customer when delivering services

How we will do this	Progress as at 30 September
We will further develop a Joint Services Team to tackle all aspects of Community Safety and Anti-Social Behaviour including littering and dog fouling	New processes developed with partners and currently being piloted.
We will finalise the Angus Development Plan	The Proposed Plan was submitted for examination on 6 November 2015. The examination started on the 9 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	Trading Standards took part in Safe Angus with Community Safety delivering mostly safety introductory advice and information to enable young persons to think about product safety, internet safety and scams. Trading Standards has provided talks and leaflets with Adult Protection partners to several groups on request addressing the main

How we will do this	Progress as at 30 September
	<p>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>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 ACCESSLine, 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>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 20,000 "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</p>	<p>Trading Standards has always had a close relationship with the local CABx. 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>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 adult learning in Monifieth. The practicalities of delivering in a context in which Libraries are managed by Angus Alive are being monitored.</p>
<p>We will develop a waste awareness communication plan</p>	<p>The Communication plan is currently being developed.</p>
<p>We will publish the Joint Community Safety and Antisocial Behaviour Strategy</p>	<p>Draft Strategy produced and out for consultation with Community Safety partners.</p>
<p>We will review and develop home and road safety education</p>	<p>This area of development under consideration of the Community Safety Forum in line with the National workstream relating to Building Safer Communities phase 2.</p>
<p>We will undertake 3 Charrettes over the year</p>	<p>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.</p>
<p>We will review Service Level Agreement arrangements with community and voluntary organisations</p>	<p>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</p>
<p>We will further develop Pride in Place activities in Angus</p>	<p>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.</p>
<p>We will ensure our processes are regularly subject to</p>	<p>With the introduction of LEAN process reviews, progression has been</p>

How we will do this	Progress as at 30 September
review	made to ensure indepth 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 directorate
We will strive to exceed our target of 60% enquiries/requests for service closed out at first point of contact	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	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 regularly seek the views of our customers with regard to service delivery – ‘what can we do better’	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 identify key areas where service redesign can be utilised to deliver high quality customer services	Business support is currently undergoing a full service redesign and this has been incorporated in new job roles/outlines
We will improve access and availability of information through deceased on-line	The system that has been introduced by the supplier currently has limited development opportunity the way the data has been input. Further investigation requires to be carried out to wither the council continues with this system or uses an alternative application
We will review the Local Housing Strategy, Community Plan and Single Outcome Agreement	The Single Outcome Agreement 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	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	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	This will refocused to be ACCESSLine only 16/17
We will utilise ACCESS CRM system to provide meaningful statistical information	Due to digital agenda no development work is being carried out on the current CRM platform at this stage
We will implement a locality approach for Planning and Place	All four locality events have been held and new locality leadership arrangements have been agreed by Communities Management Team
We will publish the Community Learning and Development Plan by September 2015	The plan was approved by committee and is now published.

Priority: Enhance electronic service delivery co-ordinated by Angus Digital Board

What the service will do:

- Investigate service areas with a view to introducing enhanced e-services
- Introduce web based bookings
- Clearly identify IT projects which will enhance the options available to customers

How we will do this	Progress as at 30 September
We will assist with the creation of a council-wide coordinated 'on-line' and 'letting' booking system for leisure/cultural services	Initial LEAN project held to discuss possibilities of integration of systems across ANGUSalive and education. Looking into options for trust web booking platform through Webster Theatre systems
We will develop a strategy and key deliverables for shifting the channel of the current provision of Customer Services both in communities and beyond through ACCESS on all channels and link to the Digital Angus Strategy	ANGUSalive now provide face-to-face ACCESS services for Angus Council. ANGUSalive will provide Angus Council with business data, customer journey feedback and advice and suggestions for Angus Council's customer services strategy. ANGUSalive employees will contribute to the development and delivery of Angus Council's Digital Angus Strategy and front-line staff will champion the use of digital channels. The strategy for shifting the channel of current provision of customer services through ACCESS remains with Angus Council
We will assist the Transforming Angus team with the review of current service processes within the ACCESS service	Contributing data and feedback to the review of income collection in ACCESS Offices
We will ensure public access downtime is managed and kept to a minimum level	We continue to work co-operatively alongside Angus Council IT and Angus Digital Board to ensure public access downtime is managed and kept to a minimum level
We will implement the IT Project Plan to take project forward within designated timescales	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	This has been held whilst the functionality of the Council's website is developed
We will identify service areas for electronic service delivery via our ACCESS service	Contributing data and feedback to the Angus Strategy and Roadmap
We will review options for on-line release collection calendars	Collection calendars for all households now available online from council website

Priority: Progress the Culture and Leisure Trust Project

What the service will do:

- Examine the options for the development of a new service delivery model for Leisure and Cultural Services

How we will do this	Progress as at 30 September
We will work towards achieving the outcomes as agreed in the Physical Activity and Sport Strategy – a 20:20 Vision for an Active Angus	The current status of the document 'Physical Activity and Sport Strategy - a 20:20 Vision for an Active Angus' has been reviewed with sportscotland following the transfer of Culture, Sport and Leisure services to ANGUSalive. It was agreed the document is not in a finished state, and given the elapsed time taken over it's production to date much of the document is no longer valid. A final decision is still to be taken in conjunction with sportscotland but it is expected a new more concise document will be produced which reflects the strategic aims of ANGUSalive. Any useful information which can be obtained from the current document will be harvested to ensure minimum rework where possible. At this stage ANGUSalive are unable to put an end date on this project.
We will identify possible synergies and efficiencies in the combined integrated Services to Communities	As ANGUSalive moves forward with the Leisure and Cultural Trust, managers will review this action and determine the action's feasibility.

How we will do this	Progress as at 30 September
We will provide an analysis of key business risks	As ANGUSalve moves forward with the Leisure and Cultural Trust, managers will review this action and determine the action's feasibility.
We will analyse budgets whilst refining the shape of the new business unit	As ANGUSalve moves forward with the Leisure and Cultural Trust, managers will review this action and determine the action's feasibility.
We will develop a strategy and key deliverables for shifting the channel of the current provision of customer services	As ANGUSalve moves forward with the Leisure and Cultural Trust, managers will review this action and determine the action's feasibility.
We will review and reduce the customer facing estate and service points highlighting options for service redesign	As ANGUSalve moves forward with the Leisure and Cultural Trust, managers will review this action and determine the action's feasibility.
We will identify areas of land where leisure services could be delivered from	As ANGUSalve moves forward with the Leisure and Cultural Trust, managers will review this action and determine the action's feasibility.
We will launch the physical activity and sports strategy – a 20:20 vision for Angus	As ANGUSalve moves forward with the Leisure and Cultural Trust, managers will review this action and determine the action's feasibility.
We will further develop the regional sports partnership	As ANGUSalve moves forward with the Leisure and Cultural Trust, managers will review this action and determine the action's feasibility.
We will provide a library service that connects the people of Angus with reading, information learning, culture and other services	Delivery ongoing
We will develop an integrated ACCESS/Library service	Implementation due November 2015
We will continue to develop partnerships to help improve health and well being through sport and physical activity	Work with Sports Scotland has secured additional resources for projects outlined in the Capital and Operational Plans. An update of the councils strategy will be brought forward reflecting the new arrangements as a result of AngusAlive. These arrangements will have no negative impact on the councils ambition for health improvement promotion and participation in sport and promotion of physical activity for all age groups.
We will develop legacy programmes linked to the 2014 Commonwealth Games	Programmes have been developed and links to the new strategic document - a 20/20 Vision for an Active Angus - sets out the future areas for development of initiatives to assist the targets set within the action plans for physical activity and sport.
We will identify areas where ACCESS services can expand across the Council with a view to improving services for customers and securing efficiencies	ANGUSalve now provide face-to-face ACCESS services for Angus Council. ANGUSalve will provide Angus Council with business data, customer journey feedback and advice and suggestions for Angus Council's customer services strategy. The strategy for identifying areas where ACCESS services can expand across the Council remains with Angus Council.

Priority: Review Capital Needs for the Communities Directorate

What the service will do:

- Investigate capital needs for all communities assets
- Review the Housing Asset Management Strategy
- Deliver the Corporate Capital Plan, ensuring investment is delivered and the quality of our built estate is improved
- Ensure our properties are fit for purpose, accessible and cost effective to run

How we will do this	Progress as at 30 September
We will commence and complete the development of new vehicle workshops at ACROP Arbroath	Development of the new workshop at Angus Community Recycling Opportunities Partnership (ACROP), Arbroath has started and works are programmed to be completed May 2016
We will integrate the outcome of the Green space Strategy into the Angus Council Land Asset Management Plan	Now that consultants have been appointed the strategy is on course for completion in March
We will engage with partners in the formulation and progression of the second stage Strategic Development Plan for Tayside (Tayplan 2)	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 January and 18 February respectively. Proposed Plan is on course for submission in June 2016.
We will carry out a review of all recycling centres	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 review options for development of new Restenneth Landfill Site	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	Initial discussion has taken place with technical advisors regarding suitable locations and design of a transfer station.
We will complete parks property/estate inspection and develop the repairs and renewal estimates for future years	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	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	Review of burial ground capacity and future provision almost complete
We will carry out a capital investment appraisal for all assets within each service area	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 undertake a review of council housing void management	A lean review has been carried out and the findings are being implemented
We will carry out feasibility plans for our housing stock	Feasibility studies have been carried out on several sites
We will continue the new build Council House Programme	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	A Rapid Improvement Event was held in April 2015
We will complete the development of new vehicle workshops at ACROP Arbroath	This project is being managed by the Capital Proget Management Group in conjunction with a joint team from Tayside Contracts. Work is ongoing with a target date of August 2016.
We will identify council buildings and land where leisure services could be delivered for, to and by local communities delivering community aspirations and assisting the achievement of the SOA	The property portfolio is being assessed as part of a work stream associated with the formation of the Culture and Leisure Trust - this will assist in highlighting areas where improvements could be made
We will undertake our annual update of property and roads asset management plans	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 Officers 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

How we will do this	Progress as at 30 September
	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.

Priority: Develop a Collaborative Working Arrangement for Waste Collection Activities

What the service will do:

- Enhance partnership arrangements with bordering Local Authorities
- Improve recycling facilities and services
- Develop a secure and long term future for the waste fleet, encompassing both workforce and collection arrangements

How we will do this	Progress as at 30 September
We will carry out a review of kerbside garden waste collections	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	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.
We will work with Dundee City council looking at the opportunities that a joint waste collection strategy may bring	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	The project is ongoing with indicative bids expected in February 2016
We will publish a waste management strategy for Angus that sets out the long term direction for waste collection and disposal in Angus	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	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.

Priority: Lead the Passenger Transport and Green Fleet Review and Implement the Outcomes

What the service will do:

- Develop the outline business case for change including, the economic case (i.e., costs and savings), commercial case (i.e., how the services be sourced), and management case (i.e., how will the change be implemented);
- Explore the opportunities available to implement an integrated approach to passenger transport and fleet management
- Reduce the Council's CO² omissions

How we will do this	Progress as at 30 September
We will assess the challenges and opportunities associated with the current model for the delivery of passenger transport services	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	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	We will introduce the interim findings of the recent car leasing review to ensure compliance
We will define the implementation plan for change	This work is ongoing
We will consolidate a baseline analysis of current passenger transport demand, service supply, unit costs, management arrangements, policies, processes and systems	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

Priority: Focus on Performance Management to Demonstrate Continuous Improvement

What the service will do:

- Utilise performance management information to shape future service delivery
- Ensure robust, meaningful and transparent performance information is reported
- Manage and coordinate Angus Community Planning Partnership performance information for the Community Plan and Single Outcome Agreement, Improvement Plan and Crosscutting Priorities reporting annually to Scottish Government

How we will do this	Progress as at 30 September
We will report performance annually and mid term via the committee process	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	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	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	The officer with the identified action must endeavour to carry this out.

How we will do this	Progress as at 30 September
We will develop a business improvement journey calendar for all corporate actions required and a system to ensure deadlines are met timeously	The business improvement team within communities are currently working on this to establish clear timeline for all officers for all officers/managers to follow.
We will ensure consistency and adherence to regulations	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	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	A number of pre best value review 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	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	This is built into our ongoing monitoring regime.
We will review service delivery methods	The directorate continuously reviews the ways of delivering service to all stakeholders
We will introduce unit costing for service areas	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	This will be developed after the findings of the LEAN review on performance management.
We will review arrangements for housing rent arrears collection	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	This will be refocused to be ACCESSLine only in 16/17
We will enhance the internal and external performance framework for ACCESS Angus	This will be refocused to be ACCESSLine only in 16/17
We will strive to reduce our abandoned call % in ACCESSLine	We are continually working on this, I am working on removing non call related duties out of the contact centre with the help of the wider business improvement team to assist with this.
We will identify areas of avoidable contact and introduce measures to reduce these	This action requires to be reviewed

Priority: Ensure we have a Flexible and Adaptable Workforce to Meet the Needs of our Communities

What the service will do:

- Continue to review our management and staffing structures
- Support staff through a suite of policies
- Employ a competent and skilled workforce
- Introduce more rigour in terms of measuring the return on investment in relation to learning and development activities

How we will do this	Progress as at 30 September
We will carry out continuous review of job content to ensure efficient use of skills and resources	Communities Managers carry this out on a continuous basis
We will regularly carry out skills and knowledge audits with staff	This is embedded into the appraisal process
We will ensure training plans are in place and regularly reviewed to maximise staff potential	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	The Angus Shared Apprenticeship Scheme (ASAP) – 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. 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	Communities Managers carry this out on a continuous basis
We will ensure all recommendations from appraisals are actioned where appropriate	This is part of the managers role
We will ensure the benefits of training are clearly measured	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	Performance reported.

Priority: Develop and Embed Mobile and Agile Working into Our Service Delivery Models

What the service will do:

- Ensure staff have the necessary equipment to work more flexibly and be agile
- Complete the roll out of Wi-Fi into our offices and public buildings
- Determine staff accommodation in line with the Agile Working Strategy

How we will do this	Progress as at 30 September
We will continue to progress accommodation rationalisation in conjunction with the Transforming Angus project to reduce our revenue costs and carbon footprint	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	Agile working has been introduced within the directorate and those in work styles 3-5 have commenced remote/home working
We will ensure all new starts receive full induction training	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 carryout a review of public toilet provision	A review of public toilet provision has been ongoing and is almost complete. It is anticipated that a report will be submitted to

How we will do this	Progress as at 30 September
	Communities Committee this year
We will continue to monitor staff structures and budgets	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.