

Communities Directorate Improvement Plan

2015 – 2018

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VISION, STRATEGIC OBJECTIVES AND LOCAL OUTCOMES

The vision of Angus Council is that:

'Angus is a place where a first class quality of life can be enjoyed by all'

We will contribute to the achievement of that vision by having a clear focus on outcomes, quality and sustainability, we will:

- do what we say and do it well
- value the contribution of others
- be open to the changes which will lead to improvement
- demonstrate fairness and equality in everything we do

Behind this vision is a set of core values that underpin all of our work:

- ambition and continuous improvement
- honesty and integrity
- trust and respect
- responsibility and accountability

This Communities Directorate improvement plan will focus on the Council's priorities to support the achievement of that vision. It will also contribute to the achievement of the Angus Community Planning Partnership priorities that our communities are:

- **Prosperous and Fair**
- **Learning and Supportive**
- **Safe and Strong**
- **Caring and Healthy**
- **Sustainable**

The Communities Directorate was established in April 2013 as part of a major management restructuring exercise which saw Council departments reducing from six to three new directorates. The Directorate now covers a very wide range of activities and services which impact on our communities and comprises of four divisions: Services to Communities; Planning and Place; Technical and Property Services and Regulatory, Protective and Prevention Services. In the coming years we face a number of challenges the main being ways in which we can deliver the same high quality services, that we always have done, with less money and which will require us to be creative in our approach. We will continue to work with our partners within the Community Planning Partnership to develop efficient and effective ways of working to meet the needs of communities.

In the year ahead we have identified seven top priorities which will underpin all of our activities:

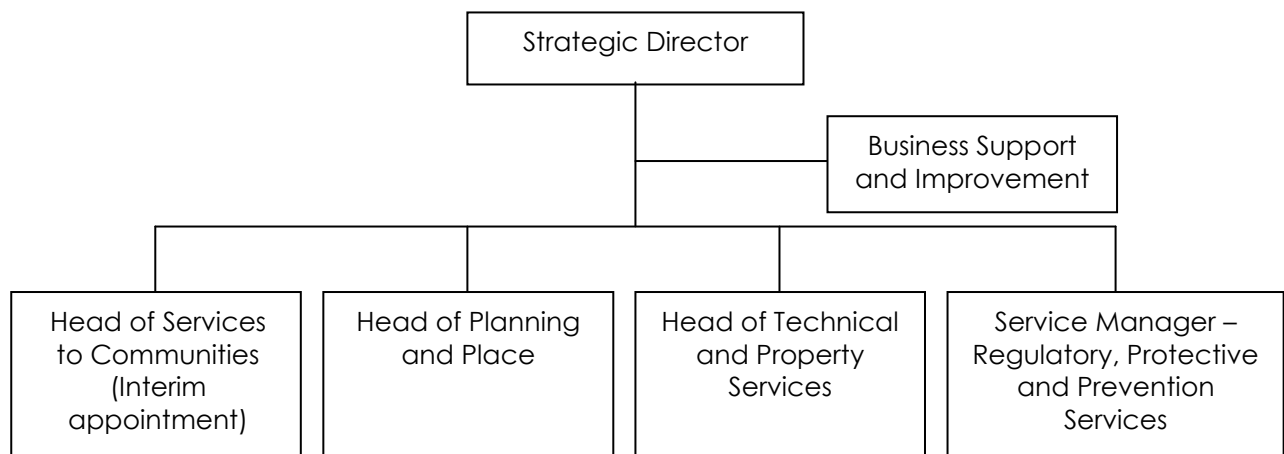
- Improve our customer service
- Delivery of high quality services - Get it right first time
- Enhance electronic service delivery, coordinated via Angus Digital Board
- Focusing on performance management to demonstrate continuous improvement
- Ensure we have a flexible and adaptable workforce to meet the needs of our communities
- Review capital needs for the Communities Directorate
- Contribute to the achievement of the Transforming Angus priorities:
 - Progress the Culture and Leisure Trust project,
 - Develop a collaborative working arrangement for waste collection activities,
 - Lead the Passenger Transport and Green Fleet review and implement the outcomes
 - Develop and embed mobile and agile working into our service delivery models

PROFILE

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

The business areas are:

- Services to Communities
- Planning and Place
- Technical and Property Services
- Regulatory, Protective and Prevention Services
- Business Support and Improvement



Services to Communities

The business area is responsible for:

ACCESS:

- ACCESS Offices
- ACCESSLine
- E-ACCESS services

Cultural Services:

- Burgh Libraries and programme of events promoting learning, reading and literacy, and the peoples' computer network
- Mobile Libraries/Rural Provision
- Museums and Galleries with programme of exhibitions
- Angus Archives at Restenneth, By Forfar

Leisure Services:

- Sports Development and Partnerships
- Sports Operations and Halls
- Countryside
- Outdoor Education
- Webster Memorial Theatre and programme of events

What the public can expect:

- We will provide a wide and diverse museum service for all citizens and visitors to Angus.
- We will provide a wide and diverse library and learning service to all citizens of Angus
- We will provide affordable leisure facilities to all Angus residents
- We will, where practical, close out all enquiries/requests for service at first point of contact
- We will promote and develop opportunities for people to become more active and healthier through participation and involvement in sport and other leisure opportunities
- We will develop specific sports linking in with local, regional and national agendas.

Planning and Place

The business area is responsible for:

Community Planning:

- Strategic Community Planning
- Tackling poverty and disadvantage
- Planning for place
- Pride in place
- Youth work
- Adult learning

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 & built environment
- Planning policy
- Planning application and Building Warrant processing
- Administration of Private Sector Housing Grants

The public can expect that:

- We will re let vacant properties within 38 working days of vacancy
- We will assess and issue decision to all persons presenting as homeless within 28 days
- We will aim to minimise rent arrears
- We will ensure that the outcomes and outcome measures in the Single Outcome Agreement remain current
- We will undertake a citizens survey every two years
- We will coordinate partnership working between public services
- We will deliver locally relevant adult learning and your work activities
- We will develop a robust evidence base to ensure we are investing in the right services
- We will aim to determine all local planning applications within 2 months
- We will aim to determine householder planning applications within 2 months
- We will aim to determine all major planning applications within 4 months
- We will ensure an up to date development plan is in place

- We will acknowledge and register valid planning applications within 5 days
- We will respond to building warrant applications within 20 days of validation

Technical and Property Services

The business area is responsible for:

Property:

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

Roads and Transport:

- Improving and maintaining roads in Angus
- Facilitate safe traffic flow
- Planned, responsive and winter maintenance
- Improving road safety, street lighting and signs
- Local transport planning
- Coordinate public transport throughout Angus
- Deliver school transport
- Legislative requirements for river and coastal flooding

What the public can expect:

- We will repair street lighting faults within a 7 day period of the fault having been reported
- We will repair traffic signal faults within 48 hours of the fault being reported
- We will carry out all emergency housing repairs within 2 hours
- We will maximise the proportion of the road network in a safe and serviceable condition
- We will ensure that a winter road services is provided in accordance with the established policy and consistent with the statutory duty
- We will endeavour to reduce the councils carbon footprint
- We will ensure safety of angus council public buildings
- Where possible we will provide disabled access to council buildings
- We will ensure efficient deployment of council resources to minimise travel, use of carbon based fuel leading to contributing to reduced pollution

Regulatory, Protective and Prevention Services

The business area is responsible for:

Parks:

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

Waste Management:

- Recycling
- Refuse collection
- Street cleaning
- Landfill site management
- Waste Strategy
- Management of public toilets
- Vehicle Workshop

- Fleet Maintenance
- Vehicle programme and procurement

Public Protection and Enforcement:

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

What the public can expect:

- We will provide an efficient collection system which maximises recycling and minimises waste
- We will provide high quality areas of public open space
- We will provide a high quality food and health and safety inspection service for businesses within Angus Council
- We will provide a high quality of service to consumers and businesses who use the Trading Standards services of Angus Council
- We will provide a high quality pest control service to the citizens of Angus Council
- We will ensure delivery of a safe and functioning fleet
- We will provide an evidence based investigation service for the management and resolution of antisocial behaviour, where possible
- We will deploy Wardens at appropriate locations, providing community reassurance
- We will target deployment of resources to tackle dog fouling, including enforcement of fines

Directorate

The business area is responsible for:

- Business support and improvement
- Financial and administrative support
- Car leasing administration
- Burial ground administration
- Commercial waste administration
- Processing of housing applications
- Corporate governance
- Information governance

What the public can expect:

- We will process all housing applications within the set target time of 28 days
- We will process all change of circumstance forms relating to housing applications within 5 working days
- We will process all Communities invoices/payments within 30 day time frame
- We will ensure all on-line payments for housing services are available via Angus.gov
- We will, where practical, close out all enquiries/requests for service at first point of contact
- We will inter all those requesting burial within 4 working days
- We will actively promote deceased on line
- We will ensure all commercial waste customers receive a comprehensive administration service
- We will ensure communities business is concluded and reported in a transparent and open approach

KEY STRENGTHS

The key strengths of the directorate are:

- Delivering a wide range of high quality customer services, as evidenced through our performance indicators, customer feedback and external and internal audit and scrutiny
- Housing repairs performance at 99% completed on time
- bActive Direct Debit Memberships in excess of 9000
- A commitment to putting the customer first and to delivering services that 'get it right first time'. We actively seek and use customer feedback in all our services and learn how to improve through exemplars such as Building Standards and Waste services with a commitment to continuous improvement
- Delivering high quality services with our communities, public and voluntary sector partners, such as the Police, Fire, the Voluntary Sector, Health and sports hubs, to achieve the priorities set out in the Single Outcome Agreement
- We share services with Police and Fire in the Joint Services Team and our Access offices in Monifieth and Kirriemuir; supporting inclusion and health initiatives such as allotments; enablement through sport and activity programmes; supporting young carers via our routes to leisure
- Working with individual customers and groups of customers or communities to understand and resolve issues such as Community Asset Transfer and bespoke solutions to their service needs
- Managing within our budgets and using our resources flexibly to deliver customer focussed solutions so that priorities can be delivered. We also have moved money within the Directorate and corporately to support priorities thus breaking down silos to deliver outputs and positive outcomes
- Embracing the Transforming Angus and Change Agenda

AREAS FOR FURTHER DEVELOPMENT

Work planned for the business teams in Communities over the next year includes the following key elements:

- Deliver through leading and supporting work streams in Transforming Angus including Cultural and Leisure Trust, Residual Waste, Passenger Transport and Green Fleet and Mobile and Agile Working
- Develop customer focussed and streamlined processes
- Develop performance frameworks to support decision-making and to demonstrate progress against outcomes
- Ensure consistent, robust self-evaluation across all services
- Improve service efficiency and effectiveness
- Redesign our Library Services for Community and Schools, our ACCESS Services and during 2015/16 establish a single point for customer contact
- Develop partnership working and collaborative opportunities across the public sector

OUTCOMES AND PRIORITIES

The Communities Directorate will support the following partnership priorities, local outcomes and council priorities:

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:

- We will maintain customer service excellence in building standards and share good practice experience with other service areas
- We will introduce plans to ensure the workforce continual learn and develop
- We will review our approach to planning enforcement
- We will undertake a customer satisfaction survey for planning matters
- We will engage with developers in Angus
- We will have at least 3 citizen panel surveys over the year
- We will implement the tenant participation strategy
- We will implement a tenant led service review programme

We will measure this by monitoring the:

- % of dwellings meeting SHQS
- Results of surveys
- Key and statutory performance indicators for the directorate
- The number of channels/options for customer contact
- The number of Council services channelling contact through ACCESS

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:

- We will ensure our processes are regularly subject to review
- We will strive to exceed our target of 60% enquiries/requests for service closed out at first point of contact
- We will ensure our workforce are adequately trained within their appropriate service area
- We will regularly seek the views of our customers with regard to service delivery – 'what can we do better'
- We will liaise with partners to provide consumer education
- We will provide a comprehensive consumer advice and intervention service
- We will provide information and follow-up investigation on doorstep sales including the provision of stickers to discourage doorstep callers
- We will develop our Angus Consumer Partnership with the local Citizens Advice Bureau
- We will identify key areas where service redesign can be utilised to deliver high quality customer services
- We will identify new opportunities for contributing to adult learning and community support through council facilities
- We will develop a waste awareness communication plan
- We will publish the Joint Community Safety and Antisocial Behaviour Strategy
- We will review and develop home and road safety education
- We will improve access and availability of information through deceased on-line

- We will implement a locality approach for Planning and Place
- We will undertake 3 Charrettes over the year
- We will publish the Community Learning and Development Plan by September 2015
- We will review Service Level Agreement arrangements with community and voluntary organisations
- We will review the Local Housing Strategy, Community Plan and Single Outcome Agreement
- We will undertake a customer satisfaction survey with our tenants
- We will further develop Pride in Place activities in Angus
- We will agree the Local Development Plan with Scottish Government
- We will identify service areas where more information is required at frontline
- We will develop ways to measure customer satisfaction across ACCESS Angus
- We will utilise ACCESS CRM system to provide meaningful statistical information

We will measure this by monitoring the:

- Measures in the Single Outcome Agreement
- Output from the Citizens Survey
- Shift in data findings in the Partnerships Strategic Assessment
- Climate change measures
- Out put from CRM system fed into covalent, available in public domain
- Key and statutory performance indicators for the directorate

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:

- We will assist with the creation of a council-wide coordinated 'on-line' and 'letting' booking system for leisure/cultural services
- 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
- We will identify areas where ACCESS services can expand across the Council with a view to improving services for customers and securing efficiencies
- We will 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
- We will introduce an On-Line Housing Application form
- We will review options for on-line release collection calendars
- We will identify service areas for electronic service delivery via our ACCESS service
- We will assist the Transforming Angus team with the review of current service processes within the ACCESS service

During 2015/16 a list of projects will be identified for implementation

We will measure this by monitoring the:

- During 2015/16 we will further develop and implement performance management measures to monitor above service actions
- Key and statutory performance indicators for the directorate

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:

- We will launch the physical activity and sports strategy – a 20:20 vision for Angus
- We will continue to develop partnerships to help improve health and wellbeing through sport and physical activity
- We will develop legacy programmes linked to the 2014 Commonwealth Games
- We will further develop the regional sports partnership
- We will provide a library service that connects the people of Angus with reading, information learning, culture and each other
- We will develop an integrated ACCESS/Library service
- We will identify possible synergies and efficiencies in the combined integrated Services to Communities
- We will provide an analysis of key business risks
- We will analyse budgets whilst refining the shape of the new business unit
- We will develop a strategy and key deliverables for shifting the channel of the current provision of customer services
- We will review and reduce the customer facing estate and service points highlighting options for service redesign
- We will identify areas where access services will expand across the council
- We will identify areas of land where leisure services could be delivered from

We will measure this by monitoring the:

- The introduction and development of the 20:20 Vision for an Active Angus action plan and its subsequent targets
- The outcomes within the key stages of the Cultural and Leisure Trust project plan
- The development of key deliverables within the Services to Communities service plan
- Key and statutory performance indicators for the directorate
- Pledge to Swim Programme - the % of primary school pupils who will be able to swim before leaving to go secondary education

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:

- We will carry out a capital investment appraisal for all assets within each service area
- We will carry out a review of all recycling centres
- We will carry out a review of public toilet provision
- We will review options for development of new Restenneth Landfill Site
- We will evaluate the business case and feasibility of developing a residual transfer station in Angus
- We will complete parks property/estate inspection and develop the repairs and renewal estimates for future years

- 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
- We will prepare and develop requirements for burial grounds over the next 10 years
- We will undertake a review of council housing void management
- We will carry out feasibility plans for our housing stock
- We will continue the new build Council House Programme
- We will hold a Rapid Improvement Event to consider our stock of Sheltered Housing and future requirements for Older People
- We will complete the development of new vehicle workshops at ACROP Arbroath
- We will undertake our annual update of property and roads asset management plans

We will measure this by monitoring the:

- % of rent due in the year that was lost to voids
- Scottish Roads Maintenance Condition Survey
- Asset Valuations and cost backlog of our road network
- Carbon footprint and energy efficiency of our buildings
- Local Flood Risk Management Plans for the county area
- % of housing stock meeting Scottish Housing Quality Standard
- Progress towards Energy Efficiency Standard for Social Housing for 2020

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:

- We will work with Dundee City Council to identify opportunities that a joint Waste Strategy may bring
- We will continue to investigate the longer term disposal of Angus's residual waste
- We will publish a waste strategy for Angus that sets out the long term direction for waste collection and disposal
- We will carry out a review of kerbside garden waste collections
- We will carry out a street cleaning review

We will measure this by monitoring the:

- The net cost of Waste collection per premises
- The net cost per Waste disposal per premises
- Street cleanliness score
- The % of total waste arising that is recycled
- The number of complaints per 1000 households regarding the household waste collection service

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:

- We will consolidate a baseline analysis of current passenger transport demand, service supply, unit costs, management arrangements, policies, processes and systems
- We will assess the challenges and opportunities associated with the current model for the delivery of passenger transport services
- 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
- 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 define the implementation plan for change

We will measure this by monitoring the:

- Analyse budgets to identify actual costs
- Outcome of the stakeholder review
- Evaluation of the key deliverables
- Key and statutory performance indicators for the council

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:

- We will report performance annually and mid term via the committee process
- We will develop and implement a robust system of reporting Business Unit performance in a uniformed manner, both internally and to the public
- We will develop the publication of service spends
- We will ensure all directorate plans are fulfilled across directorate
- We will develop a business improvement journey calendar for all corporate actions required and a system to ensure deadlines are met timeously
- We will ensure consistency and adherence to regulations
- 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
- We will support the directorate input into the BVR
- We will ensure meaningful information reports are presented at each committee cycle
- We will to monitor all directorate budgets, identifying future service development
- We will review service delivery methods
- We will introduce unit costing for service areas

- We will use management and performance information to understand how individual service areas operate
- We will review arrangements for housing rent arrears collection
- We will develop a comprehensive suite of standards for ACCESS Angus
- We will enhance the internal and external performance framework for ACCESS Angus
- We will strive to reduce our abandoned call % in ACCESSLine
- We will identify areas of avoidable contact and introduce measures to reduce these

We will measure this by monitoring the:

- % of tenants in rent arrears
- Amount of current tenants in rent arrears
- Output from corporate contact centre contact centre telephony system fed into performance management system
- Key and statutory performance indicators for the directorate

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:

- We will continue to monitor staffing structures and budgets
- We will carry out continuous review of job content to ensure efficient use of skills and resources
- We will regularly carry out skills and knowledge audits with staff
- We will ensure training plans are in place and regularly reviewed to maximise staff potential
- We will continue to support the Modern Apprentice Scheme
- We will ensure all staff receive a mandatory appraisal
- We will ensure all recommendations from appraisals are actioned where appropriate
- We will ensure all new starts receive full induction training
- We will ensure the benefits of training are clearly measured
- We will report performance annually and mid term on the Single Outcome Agreement

We will measure this by monitoring the:

- HR policies on managing change in the workforce
- Setting targets and monitoring against communities workforce plan by reviewing FTE's on a continuous basis
- Monitoring outcomes taking cognisance of the Agile Working Strategy

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:

- We will continue to progress accommodation rationalisation in conjunction with the Transforming Angus project to reduce our revenue costs and carbon footprint
- We will adopt the agile working work styles

We will measure this by monitoring the:

- Effect of the agile working strategy
- Completion of the Transforming Angus project

RISK

During 2014/15 an integrated Communities Risk Register was developed for the directorate with clear action plans and recommendations.

Business unit operational plans now incorporate appropriate risk actions.

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