

# Communities Directorate Improvement Plan

2016 – 2019

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## **PREFACE**

This is an Interim report of the Communities Directorate Service Planning for 2016 – 2019, pending the outcome of our LEAN/Delta review of performance reporting

As a full LEAN/Delta review on performance management and how this influences the way business planning is currently carried out within the directorate, it is Communities Directorate intention to re-evaluate our directorate plan in the coming months, after completion of the review. This will also include full details of how we will measure the way our service areas delivery their business to all stakeholders.

A revised content and format will be reported to the Communities Committee on 24 May 2016.

## 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 Directorate covers a very wide range of activities and services which impact on our communities and comprises of four divisions; Directorate; 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 in ways which 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:

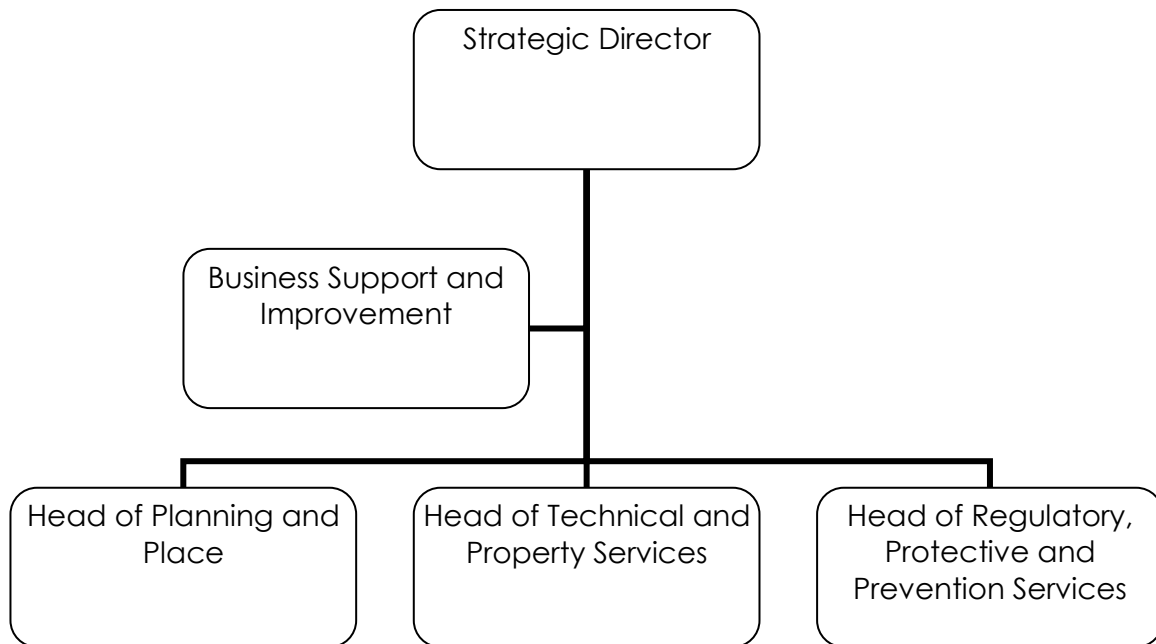
- Improve our customer service
- Delivery of high quality services - Get it right first time
- Ensure our communities are safe and help build communities we are proud of
- Enhance electronic service delivery, coordinated via Angus Digital Board
- Focusing on performance management to demonstrate continuous improvement
- Review capital needs for the Communities Directorate
- 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:

- Directorate (incorporating Business Support and Improvement)
- Planning and Place
- Technical and Property Services
- Regulatory, Protective and Prevention Services



## 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 and Scottish Government Blue Badge Scheme
- Corporate governance
- Information governance
- ACCESSLine

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

## **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
- Manage the Council's contractual relationship with Angus Alive (Culture & Leisure Trust)

#### 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
- We will ensure compliance to the Council's contractual relationship for the delivery of the service by Angus Alive (Culture & Leisure Trust)



## 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
- 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
- Collaborative working arrangements with Police and Fire in the Joint Services Team
- 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.
- 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:

- Support and deliver the Transforming Angus agenda through leading and supporting work streams in identified projects
- 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
- Continue to participate in service reviews to assist in shaping the way we delivery services in the future
- Promote ACCESSLine as the single point of contact (call centre) for all Angus Council service areas and develop links to third parties and outside agencies. Develop partnership working and collaborative opportunities across the public sector

This list continues to be developed as the directorate reviews it priorities and service areas. It is hoped that it will be fully developed in the coming months, following the budget process and Best Value Audit, and will be fully reported in the finalised report to Communities Committee on 24 May 2016.

## 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><b>Communities that are Safe and Strong:</b></p> <ul style="list-style-type: none"> <li>➤ Individuals are supported in their own communities with good quality services</li> </ul>	<ul style="list-style-type: none"> <li>➤ Area based services</li> </ul>	<ul style="list-style-type: none"> <li>➤ Improve our Customer Service</li> <li>➤ Delivery of high quality services - Get it right first time</li> <li>➤ Enhance electronic service delivery, coordinated via Angus Digital Board</li> </ul>
<p><b>Communities that are Sustainable:</b></p> <ul style="list-style-type: none"> <li>➤ Our communities are developed in a sustainable manner</li> <li>➤ Our natural and built environment is protected and enjoyed</li> <li>➤ Our carbon footprint is reduced</li> </ul>	<ul style="list-style-type: none"> <li>➤ Transformational Change</li> </ul>	<ul style="list-style-type: none"> <li>➤ Review capital needs for the Communities Directorate</li> <li>➤ Ensure our communities are safe and help build communities we are proud of</li> </ul>
<p><b>Managing Our Business:</b></p>	<ul style="list-style-type: none"> <li>➤ Transformational Change</li> </ul>	<ul style="list-style-type: none"> <li>➤ Develop and embed mobile and agile working into our service delivery models</li> <li>➤ Develop and Embed Mobile and Agile Working into Our Service Delivery Models</li> <li>➤ Focus on Performance Management to Demonstrate continuous Improvement</li> </ul>

**Priority: Improve our Customer Service**

**What the service will do:**

- More effective engagement with council tenants

**How we will do this:**

- We will lead the implementation of the Council's Tenant Participation Strategy
- We will identify where ACCESSLine can develop across the council to improve services for customer and secure efficiencies

**We will measure this by monitoring the:**

- Measures will be determined as we work through the recommendations that follow the LEAN/Delta Performance Review

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

**What the service will do:**

- Improve outcomes for the people of Angus
- Address inequalities and target resources appropriately
- More effective delivery of service
- LEAN review of processes within Communities

**How we will do this:**

- We will develop and implement a new Local Outcomes Improvement Plan for 2016/18 and report progress to Scottish Government on an annual basis
- We will develop and evidence base for locality plans
- We will continue to develop locality planning arrangements with partners
- We will continue to coordinate the Council's charrette programme
- We will lead the implantation of the Angus Community Learning and Development Plan
- We will adopt the Angus Local Development Plan
- We will adopt Supplementary Planning Guidance in support of the Angus Local Development Plan
- We will take forward initiatives within our Housing Contribution Statement to support Health and Social Care Integration
- We will allocate our properties in line with our local lettings plans
- We will strive to deliver all Angus Council contact through ACCESSLine
- We will implement a new contact centre system to enhance the customer journey
- We will finalise the Best Value Audit by implement the recommendations from the Best Value Self Evaluation Action Plan
- We will continue to review and LEAN our processes throughout the directorate

**We will measure this by monitoring the:**

- Feedback from customer satisfaction surveys
- Results of LEAN reviews

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

**What the service will do:**

- Provide a more effective delivery of service

**How we will do this:**

- We will ensure implementation of the e Development Scot Programme in respect of on line Building Warrant and Planning Applications
- We will implement the record retention schedules and will strive towards electronic record storage throughout the directorate

**We will measure this by monitoring the:**

- Measures will be determined as we work through the recommendations that follow the LEAN/Delta Performance Review

**Priority: Ensure our communities are safe and help build communities we are proud of**

**What the service will do:**

- Maintain a strategy for cemetery provision in Angus
- Reduce the visible impact antisocial behaviour in Angus
- Reduce the impact of injuries on the roads and in the home
- Improve efficiencies in mediation service provision
- Reduce the Council's CO<sup>2</sup> omissions
- Improve our housing assets
- Maintain our roads asset
- Mitigate the risk of flooding

**How we will do this:**

- We will implement the 2016/17 Parks Repairs and Renewals Programme and prepare the programme for 2017/18
- We will design and implement 2016/17 parks play area improvements and audit and prepare the 2017/18 improvement plan as per the 5 year strategy
- We will prepare and develop requirements for burial grounds over the next 10 years
- We will review Parks and Burial Grounds management rules
- We will consult with colleagues in planning n the development of an Angus Open/Green Space Strategy
- We will implement 2016/17 headstone audit and prepare 2017/18 headstone stabilisation programme
- We will further develop actions to combat environmental antisocial behaviour, through collaborative and partnership working
- We will publish the joint Community Safety and Antisocial Behaviour Strategy
- We will develop home and road safety education through the Safe Angus initiative
- We will review and implement the procedures for tackling Antisocial Behaviour
- We will implement and monitor the policy and procedures in relation to the management of unauthorised Gypsy Traveller encampments
- We will review the provision of mediation services provided for the victims of antisocial behaviour
- We will integrate and develop dog warden service within Public Protection and Enforcement Unit
- We will carry out an option appraisal for the introduction of new shift systems for waste operations staff
- We will investigate and develop opportunities for 'reuse' areas at recycling centres

- We will investigate and develop opportunities for the reuse of items collected via the bulky uplift service
- We will investigate and implement measure to improve fuel efficiency for waste collection vehicles and monitor fuel usage
- We will continue to reduce our CO2 emissions and electricity consumption in line with, or in excess of, our strategy of 2.5% and 1.5% reductions per annum respectively through energy management of our buildings and street lighting
- We will work towards delivery of Energy Efficiency Standard for Social Housing for 2020
- We will maintain our road network to remain in the top quartile of local roads maintenance condition nationally
- We will meet, and endeavour to exceed, Scottish Governments road accident reduction statistics in conjunction with our Community Partners
- We will complete the construction of Brechin Flood Prevention Scheme
- We will publish Flood risk Assessments for the Angus area

**We will measure this by monitoring the:**

- Measures will be determined as we work through the recommendations that follow the LEAN/Delta Performance Review

**Priority: Review Capital Needs for the Communities Directorate**

**What the service will do:**

- Improve our homes for people to rent
- Improve our housing assets
- Improve our school assets

**How we will do this:**

- We will facilitate delivery of projects within the Strategic Housing Investment Plan for 2016/17
- We will deliver projects in our capital programme within a balanced Housing Revenue Account
- We will progress the accommodation rationalisation in conjunction with the Transforming Angus project to reduce our revenue costs and carbon footprint
- We will deliver 25 new build flats and 4 new build houses with low carbon footprints as part of Affordable Housing Programme at Chapelpark
- We will procure 42 units of affordable housing at GuthrieHill/Smithy Croft area
- We will complete new build primary school in Arbroath - Wardykes

**We will measure this by monitoring the:**

- Measures will be determined as we work through the recommendations that follow the LEAN/Delta Performance Review

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

**What the service will do:**

- Maximise provision of online services

**How we will do this:**

- We will implement Northgate Self Service
- We will work with the TA team to deliver the ACCESS top 10 services

**We will measure this by monitoring the:**

- Measures will be determined as we work through the recommendations that follow the LEAN/Delta Performance Review

**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 develop a suite of robust performance reports to assist in decision making within the directorate
- We will carry out a LEAN review of the utilisation of performance management information
- We will develop and introduce service standards within Business Support
- 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 measure this by monitoring the:**

- Measures will be determined as we work through the recommendations that follow the LEAN/Delta Performance Review

**RISK**

During 2015/16 the Communities Risk Register was reviewed for the directorate with clear action plans and recommendations.

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.