



Council Plan 2017-2022

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1 Foreword

- 1.1 Angus Council's **purpose** is **to improve the outcomes and opportunities for the people of Angus**. We will work with you to help make this happen.
- 1.2 Despite the very difficult financial climate, we will improve Angus Council. Our **vision** is to be **better, stronger, more sustainable and smaller**.
- 1.3 This plan will govern our decision-making, service planning and resource allocation. Our activities will be based on priorities around economy, people, and place. We will also look at how we operate as a Council.
- 1.4 The Council cannot do everything. But, we will deliver on our priorities to the fullest possible extent. We will set targets for improvement and we will do everything that we can to meet them. We may reduce, or stop providing, some services. But, we will always work to meet the needs of our most vulnerable citizens.
- 1.6 We will change the way that we operate. We will be more outcome focussed. All of our activities will clearly express the positive difference that they make. Our services will be efficient and effective.
- 1.7 We recognise that there are challenges ahead and difficult decisions to be made. But we see opportunities too. We will examine different ways of achieving our vision.
- 1.8 We will work with individuals and communities to understand their wishes. We will be clear about where we can help, and where we cannot.
- 1.9 Our priorities are in line with the Angus Local Outcomes Improvement Plan. We want Angus to be **a great place for people to live, work and visit**. We will work with voluntary organisations, community groups, businesses and other public services to identify the best way to progress.
- 1.10 Angus Council will be very different by 2022. Being 'better, stronger, more sustainable and smaller' means adapting to circumstances; trying new ways of working; learning and adjusting.
- 1.11 Councillors and officers of Angus Council are committed to fulfilling the intentions, objectives and activities described in this plan.
- 1.12 We will change for you, and with you.

Bob Myles
Leader of Angus Council

Margo Williamson
Chief Executive of Angus Council

2 Summary of Angus Council Plan 2017-2022

Our vision	We want Angus Council to be better, stronger, more sustainable and smaller.	
Our purpose	Angus Council's purpose is to improve the outcomes and opportunities for the people of Angus.	
Our priorities	<p>Economy</p> <p>We want Angus to be a 'go to' area for businesses.</p> <p>To do this we will:</p> <ul style="list-style-type: none"> engage with Angus businesses through a regular programme to understand their needs and develop our services appropriately; work across Angus Council to make it easier, quicker and better to do business and invest in Angus; work with partners to improve the physical and digital infrastructure required to support business growth. <p>Place</p> <p>We want our communities to be strong, resilient and led by citizens.</p> <p>To do this we will:</p> <ul style="list-style-type: none"> support planning in localities to identify the needs of our communities; support and equip our citizens to deliver on their local aspirations; increase the supply of affordable housing and improve the Council's housing stock. 	<p>People</p> <p>We want to maximise inclusion and reduce inequalities.</p> <p>To do this we will:</p> <ul style="list-style-type: none"> intervene early to keep children and young people safe; provide educational and social experiences that stretch and challenge our young people; help our young people go to positive destinations – and sustain them – when they leave school; work with Angus Health and Social Care Partnership to meet the needs of vulnerable adults – and their carers. <p>Council</p> <p>We want Angus Council to be efficient and effective.</p> <p>To do this we will:</p> <ul style="list-style-type: none"> focus on the needs of our customers; be efficient and effective in meeting identified needs; deliver our Change Programme.
Our values	<p>We will continuously seek to improve our services.</p> <p>We will act with honesty and integrity at all times.</p> <p>We will act responsibly and will be accountable for our actions.</p>	<p>We will do what we say and do it well.</p> <p>We will acknowledge when we get things wrong.</p> <p>We will promote equity and tackle discrimination and disadvantage.</p>

3 Council priorities

3.1 This plan will:

- Set strategic direction for Angus Council over the next five years.
- Describe our commitments and the outcomes that we intend to deliver.
- Describe how we are going to achieve those outcomes.
- Outline how we will measure success in these areas.

3.2 Our vision is to [to be better, stronger, more sustainable and smaller](#).

3.3 This can be summarised in four statements:

[We want Angus to be a 'go to' area for businesses.](#)

[We want to maximise inclusion and reduce inequalities.](#)

[We want our communities to be strong, resilient and led by citizens.](#)

[We want Angus Council to be efficient and effective.](#)

3.4 These are our priorities. They are described in more detail below

3.5 The specific actions listed in this report are based on existing strategies and plans. For example, Directorate Improvement Plans covering the period to 31 March 2019.

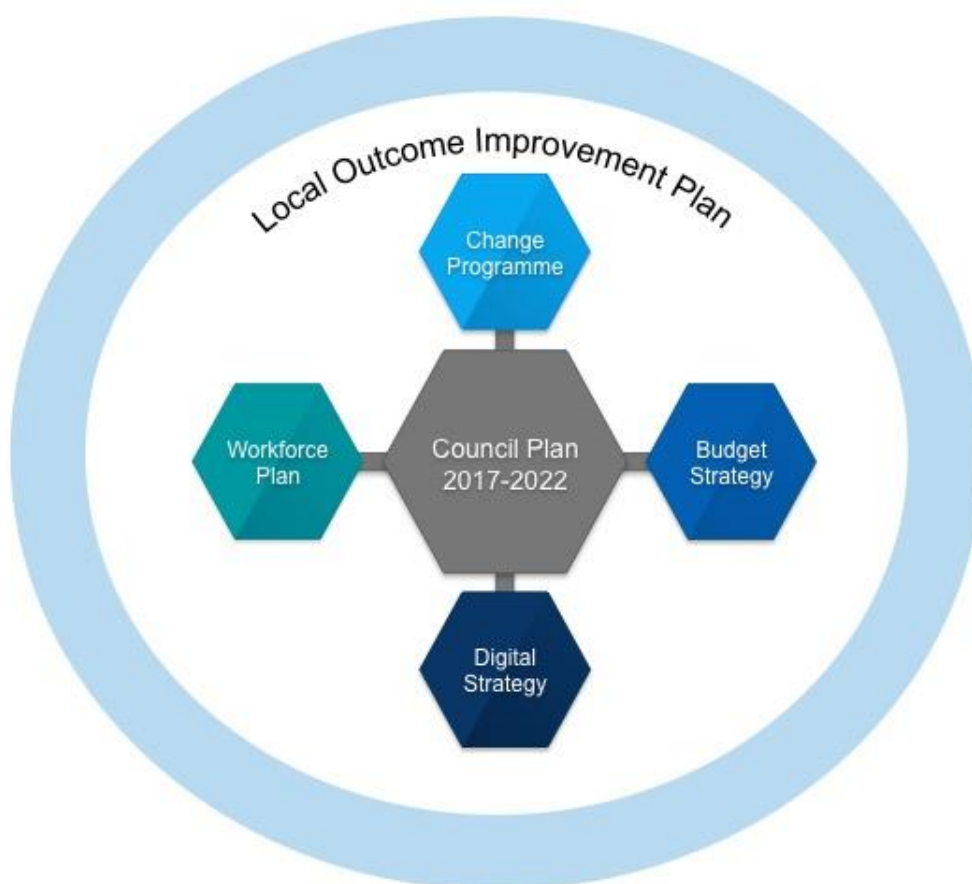
3.6 We will continue to implement these plans, and will review our progress towards our priorities in the autumn of 2019. At that point we will revise actions and targets as necessary.

4 Strategic framework

- 4.1 We work with a wide range of partners and stakeholders to improve outcomes and opportunities for the people of Angus.
- 4.2 Our environment is increasingly uncertain and volatile with changes at local, national and international levels impacting on us.
- 4.3 This plan is intended to ensure that we will deliver our vision to be **better, stronger, more sustainable and smaller**. Angus Council strategies and planning, decision-making and planning will be guided by this.
- 4.4 We will continue to play our part in the wider public service arena, for example:
- Developing the Tay Cities Deal.
 - Contributing to the Local Outcome Improvement Plan.
 - Leading locality planning.
 - Implementing the Tayside Plan for Children, Young People and Families.
 - Exploring collaborative working across – and beyond – Tayside.
- 4.5 The Council Plan 2017-2022 will not cover issues that are already contained in other multi-agency strategies/plans.

5 Vision, Aims and Outcomes

- 5.1 The Council Plan 2017-2022 is the core of our strategic framework.



- 5.2 To deliver our vision, Council services will focus their work towards delivery of our four priorities.
- 5.3 We have identified activities and measures for each priority to demonstrate our ambition to improve outcomes and opportunities for the people of Angus.

Council Priorities and Outcomes

- 5.4 The outcomes for Angus are described in the Local Outcome Improvement Plan (LOIP). The Angus Council Plan for 2017-2022 draws out the specific actions that we will undertake to contribute to the LOIP outcomes.
- 5.5 We have linked these outcomes to the Council's four priorities (see table below). Please note – the outcomes for our fourth theme are not contained in the LOIP.

We want Angus to be a 'go to' area for businesses.	Skilled & adaptable workforce	Attractive employment opportunities	Inclusive & sustainable economy
We want to maximise inclusion and reduce inequalities.	Best start in life	Opportunities for achieving success	Physically, mentally and emotionally healthy
We want our communities to be strong, resilient and led by citizens.	Safe, secure, vibrant & sustainable communities	Environment enhanced, protected & enjoyed	Carbon footprint reduced
We want Angus Council to be efficient and effective.	We place our customers at the heart of all that we do.	We are responsive, accessible and fair to all.	Our services represent Best Value and are focused on the greatest needs.

Our values

5.6 Everything we do is underpinned by a set of values. We will follow these and we expect to be held accountable for this by our customers, citizens, partners and staff.

We will continuously seek to improve our services.

We will act with honesty and integrity at all times.

We will act responsibly and will be accountable for our actions.

We will do what we say and do it well.

We will acknowledge when we get things wrong.

We will promote equity and tackle discrimination and disadvantage.

5.7 Additionally, we have a set of values that relate specifically to how Angus Council will engage with employees.

Commitment to staff:

We will engage with staff openly and consistently.

We will consult with staff on matters that will affect them.

We will support professional learning and career development.

We will recognise and celebrate success.

6 Strategic context

6.1 The Angus Council Plan for 2017-2022 has been developed to address and respond to current and future changes in policy. These include:

Local government faces a range of pressures and we are beginning to feel these acutely in Angus.

There is growing demand for services in terms of quantity and quality.

Financial resources are constrained while costs are increasing.

Public sector reform

6.2 A number of legislative and policy changes impact on the work described in this plan. Some examples:

The integration of health and social care is changing the role and responsibilities of councils in large areas of service.

The Community Empowerment Act is changing how council engage with communities in planning and delivering services.

The Child Poverty Bill will place targets on councils to eradicate child poverty.

Education reforms are moving responsibilities to regional collaboration and directly to headteachers.

There are potential reforms to local taxation.

The commitment to a Living Wage is bringing additional cost pressures.

6.3 In Angus there are challenges in delivering a wide range of services in largely rural setting. Efficiency and fairness create tensions in planning processes. Deprivation is less concentrated than in urban areas, which can make it difficult to address.

7 Our future Council

7.1 We recognise that Angus Council needs to change to be able to meet the challenges described above. The Best Value audit report (published in October 2016) highlighted areas for improvement. To address these issues, we included a fourth priority in this plan.

7.2 Over the course of this plan we are likely to see a change in the way that the Council achieves its vision. We will be equipping and supporting communities to address many issues at a local level. Angus Council cannot and will not continue to deliver the current range and volume of services. We will be focussing our direct services on the areas of greatest need and/or inequality.

7.3 We also need to make it easier for citizens, customer and other stakeholders to engage with us. We need to review and improve processes and accessibility in all of our activities.

8 Managing performance

- 8.1 In developing this plan, we have reviewed our council-wide performance framework. This identifies how we will measure progress and sets appropriate targets. Elements of our performance framework are described in section 8.
- 8.2 We will report on this performance framework regularly and openly.
- 8.3 We will monitor progress, and adjust accordingly, to ensure we deliver on our priorities. Regular, consistent reports will be provided to the Council Management Team and the Scrutiny and Audit Committee.
- 8.4 We have specified activities and performance targets against our commitments up to 31 March 2019. At that point we will assess progress and update this plan accordingly.
- 8.5 Managing performance needs to be seen in the context of the Council's financial position. Targets and activities may need to be adjusted as circumstances change.

9 Our Council priorities

We want Angus to be a 'go to' area for businesses

9.1 To do this we will:

- engage with Angus businesses through a regular programme to understand their needs and develop our services appropriately;
- work across Angus Council to make it easier, quicker and better to do business and invest in Angus, create jobs, grow our key sectors and provide more training opportunities;
- work with partners to improve the physical and digital infrastructure required to support business growth.

9.2 What we will do by 31 March 2019

- We will ensure implementation of the e-Development Scot Programme in respect of on line Building Warrant and Planning Applications.
- We will engage and work with more businesses in Angus to help them thrive and grow including social enterprise.
- We will identify skills shortages and future skills needs to support businesses and work with partners locally to create opportunities for training and jobs.

- We will support key sector business growth by offering recruitment, training and skills development.
- We will publish a medium-term procurement plan to allow businesses to plan ahead.
- We will increase the number of visitors to Angus.
- 50 businesses will be signed up to accessing high speed radio broadband as part of the Business Angus pilot programme.
- We will develop and participate in Tay Cities projects and collaborative workstreams.
- We will further develop the Business Angus one stop approach and customer relationship programme.
- We will work with unemployed adults to support their return to work.

- We will resurface and surface dress parts of our road network and maintain roads within budget limitations
- We will review our public transport provision to maintain value for money
- We will maintain Arbroath Harbour and our leased business properties

9.3 How we will measure progress

Measure	Target for 31 March 2019
Number of businesses supported by council economic development activity	450
Number of People that have Participated in Council Funded or Operated Employability Activities	460
Availability of employment land	10%
Town centre vacancy rates	10%
Number of People that have Progressed to Employment as a Result of their Participation in Council Funded or Operated Employability Activities	240

Measure	Target for 31 March 2019
Number of business start-ups supported by Business Gateway	250
Economic Impact of Tourism on Angus	£230m
Business Unit occupancy rate	94%
How long does it take my council to deliver a commercial planning application decision (on average)?	9.3 days
What percentage of my councils' procurement is spent on local small/medium enterprises?	24%
Number of businesses in Business Angus relationship programme	100
Repeat 4 key sector benchmarking surveys to monitor progress	4

We want to maximise inclusion and reduce inequalities

9.4 To do this we will:

- intervene early to keep children and young people safe;
- provide educational and social experiences that stretch and challenge our young people;
- helping our young people go to positive destinations – and sustain them – when they leave school;
- work with colleagues in the Angus Health and Social Care Partnership to understand the needs of vulnerable adults – and their carers.

9.5 What we will do by 31 March 2019

- We will develop the range of parenting supports available for parents and carers.
 - We will enhance the provision for early learning and childcare.
 - We will improve parks play areas.
 - We will use the Angus Standards in reading and writing as a benchmark to assess progress in 100% of Angus schools.
 - We will review of quality of provision of learning in mental agility and mathematical computation via audit of current practice in 100% of schools and moderation of outcomes of audit through thematic review in 25% of schools.
 - We will develop an enhanced understanding of the progress of learners within all ten deciles of the Scottish Index of Multiple Deprivation at whole school and authority level.
 - We will use the Angus Standards in Numeracy as a benchmark to assess progress in 100% of Angus schools.
 - We will prepare a long-term School investment Strategy.
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- We will develop an Additional Support Needs (ASN) Parent Forum in each locality.
 - We will through small tests of change develop a programme to gauge positive pupil engagement.
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- We will fully commit to our role as corporate parents and ensure that our partners deliver on their responsibilities towards looked after children.
 - We will review processes for securing permanent care for children and young people who cannot safely return home.
 - We will contribute to the multiagency whole family approach pilot to reducing the impact of substance misuse on children, young people and their families.
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- We will implement Angus Developing Young Workforce Plan.
 - We will increase Secondary School staying-on rates through improved flexible learning pathways in the Senior Phase.
 - We will improve Opportunities for All interventions for those who are at risk of not achieving a positive sustained destination, particularly for those with more than 1 post-school transition.
 - We will embed industry standard qualifications in the Senior Phase curriculum.
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- We will take forward initiatives within our Housing Contribution Statement to support Health and Social Care Integration.
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- We will help citizens get online by providing advice and support services and access to equipment in local communities.
 - We will provide or arrange support and advice so that citizens of all ages can participate in a digital world and have access to affordable forms of finance.
 - We will develop a digital support network with partners and volunteers.

- We will update and then complete the actions in our financial inclusion strategy.
- We will develop our approaches to preventing financial harm.

9.6 How we will measure progress

Measure	Target for 31 March 2019	
Children and young people reported to be positively engaged with school.	80%	
Parents satisfied with local schools.	80%	
Pupils secure in numeracy at each curriculum level.	P1	89%
	P4	87%
	P7	85%
	S3	85%
Pupils secure in literacy at each curriculum level.	P1	88%
	P4	85%
	P7	86%
	S3	87%
Average tariff score (by quintile)*	Q1	tbc
	Q3	tbc
	Q5	tbc
School leavers entering an initial positive destination	95%	

*This is a new measure. Targets will be established in dialogue with schools.

Measure	Target for 31 March 2019
Referrals screened within 24 hours and prioritised	90%
Children registered with a care plan in place within 14 days of registration	90%
Children looked after away from home in a family placement	90%
Young people engaged in substance misuse	25%

We want our communities to be strong, resilient and led by citizens

9.7 To do this we will:

- supporting planning in localities to identify the needs of our communities;
- support and equip our citizens to deliver on their local aspirations;
- increase the supply of affordable housing and improve the Council's housing stock.

9.8 What we will do by 31 March 2019

- We will, with support from the Improvement Service, identify pilot initiatives in key areas which can demonstrate how to make budgeting for priorities and outcomes achievable.
- We will lead the implementation of the Council's Tenant Participation Strategy.

- We will facilitate delivery of projects within the Strategic Housing Investment Plan.
- We will deliver projects in our capital programme within a balanced Housing Revenue Account.
- We will deliver 25 new build flats and 4 new build houses with low carbon footprints as part of Affordable Housing Programme at Chapelark.
- We will procure 42 units of affordable housing at GuthrieHill/Smithy Croft area.

- We will upgrade our library provision.
- We will maintain our open spaces and leisure facilities.
- We will develop our Flood Risk Management Plans along with appropriate flood and coastal protection.

9.9 How we will measure progress

Measure	Target for 31 March 2019
Household waste recycling	57%
Satisfaction with local refuse collection	85.7%
Satisfaction with local street cleanliness	78.7%
Quality and standard of housing provided	92.1%
Average number of days to complete non-emergency repairs (average number of days)?	5.1 days
Energy efficiency of Council housing	95.8%

We want Angus Council to efficient and effective

9.10 To deliver on our ambition, we recognise that we need to improve as a Council. The contents of this section are based on our self-evaluation and takes account of the Best Value audit report published in October 2016.

9.11 To do this we will:

- focus on the needs of our customers;
- be efficient and effective in meeting identified needs;
- improve our digital capacity to allow our citizens to engage with us as easily as possible;
- deliver our Change Programme.

9.12 **What we will do by 31 March 2019**

- We will develop and implement a workforce plan.
- We will refresh and implement the Council's digital strategy.
- We will deliver our Change Programme.
- We will develop - and report on – a new performance framework for the Council, based on this plan.

- We will implement a new contact centre system to enhance the customer journey and secure efficiencies.
- We will reduce the number of building we use to make better use of space, save money and reduce our carbon footprint.
- We will investigate and implement measures 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.

9.13 **How we will measure progress**

Measures for this section will be drawn from our Change Programme, Medium-term budget strategy, digital strategy and workforce plans.