

Angus Council – Place Directorate

Directorate Development Plan 2018-2022

Angus Council's **purpose** is **to improve outcomes and opportunities for the people of Angus**. We want Angus to be **a great place for people to live, work and visit**. Despite the very difficult financial climate, Angus Council's **vision** is to be **better, stronger, more sustainable and smaller**.

In moving forward, the Council cannot do everything. But, we will deliver on our priorities to the fullest possible extent. We may reduce, or stop providing, some services; but, we will always work to meet the needs of our most vulnerable citizens. We will change the way that we operate; and we will be more efficient, effective and outcome focussed. All of our activities will clearly express the positive difference that they make.

This Directorate Development Plan (DDP) sets out how the Place Directorate currently contributes to achieving outcomes and commitments in the Local Outcome Improvement Plan (LOIP). It then articulates how the Directorate will develop over the next 1, 3 and 5 years, providing clear objectives for our services and a level of certainty in a period of great change. The document also provides some Key Performance Indicators which will help us monitor our achievements over time.

This DDP does not seek to replicate or repeat the LOIP, Council Plan or Locality Plans. Its purpose is to set out how the Place Directorate will help deliver these plans over the foreseeable future.

Our delivery of the outcomes set out in the LOIP, Council Plan and Locality plans, will be underpinned by our values:

- 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

We expect these values to be evident in the way we work; we will hold each other accountable for our behaviours and provide support if we fall short.

How the Place Directorate contributes to LOIP outcomes:

	ECONOMY We want Angus to be a 'go to' area for businesses.	PEOPLE We want to maximise inclusion and reduce inequalities.	PLACE We want our communities to be strong, resilient and led by citizens.
LOIP	<ul style="list-style-type: none"> ▪ An inclusive and sustainable economy ▪ A skilled and adaptable workforce ▪ Attractive employment opportunities 	<ul style="list-style-type: none"> ▪ The best start in life for children. ▪ More opportunities for people to achieve success ▪ Improved physical, mental and emotional health and wellbeing 	<ul style="list-style-type: none"> ▪ An enhanced, protected and enjoyed natural and built environment ▪ A reduced carbon footprint ▪ Safe, secure, vibrant and sustainable communities
The Place Directorate delivers this by:	<ul style="list-style-type: none"> ▪ Targeting Investment in effective roads, flood protection and other infrastructure to create efficient connectivity ▪ Long term development strategy providing certainty for investors through land allocation and policy framework. ▪ Working with developers and businesses to remove barriers and help support development delivery. ▪ Maximising local economic impact from our investments through effective procurement. ▪ Providing employment opportunities through delivery of new Housing and other capital projects. ▪ Leading the regeneration of our places to help attract an increased visitor economy 	<ul style="list-style-type: none"> ▪ Working with communities to engender Pride in place. ▪ Ensuring safer communities through work on Anti-social behaviour, community safety, trading standards and environmental health. ▪ Improving attainment, and health and wellbeing through the provision of good quality affordable housing and associated support services. ▪ Helping people have stability for employment and training by enabling them to stay in their homes through allocation of housing improvement grants. ▪ Encouraging the younger members of our communities to engage and contribute by including them in our consultations, in our activity programmes and ensuring their voice is heard in our planning of services. ▪ Improving social infrastructure and community responsibility through regeneration of our places ▪ Helping people maximise their household incomes through welfare rights advice 	<ul style="list-style-type: none"> ▪ Promoting, enhancing and protecting the built and natural environment and biodiversity ▪ Placemaking – Building high quality affordable housing, and designing our places better and maximising development opportunities ▪ Ensuring better use of assets, empty homes and buildings, including community ownership ▪ Maintaining core paths and Rights of Way, and working to improve access and sustainable travel opportunities ▪ Providing efficient waste collection and recycling services ▪ Providing high quality open spaces and recreation facilities. ▪ Improving and maintaining high quality infrastructure

The Directorate Development Plan

In 1 year – we will.....

- Continue to implement **improvements for our customers** through the One Contact Centre and the Council's website, on the housing portal, by taking electronic payments for planning services and providing online booking appointments for registration services.
- Work to fully **integrate services** brought together in new structures including: Housing and Anti-Social Behaviour / Community Safety, Development Planning and Community Planning, Democratic and Member services, Procurement and Commissioning, car parking and wardens.
- **Work better with communities** in the delivery of locality priorities, Pride in Place, the review of the Local Development Plan and Community Asset transfer.
- Progress the **climate change agenda** and **adaptation programmes** in delivering our services and developing our infrastructure, and report annually on the targets set, actions taken, outcomes achieved and further actions required.
- Undertake further **Lean reviews** looking at: closing enforcement cases, core services in ECP, integration of waste and ground maintenance operations and improving our records management systems.
- Bring together a Council-wide **commercialisation / income generation** programme looking amongst others at income generation in resilience, planning, property and diversify our land use at Restenneth as well as shared services in Infrastructure and Planning.
- Work on the **procurement and commissioning** Tayside collaboration & the Construction procurement strategy plan.
- Continued move towards **digital and agile**, focusing on paperless meetings, webcasting of meetings, engage with the Election management Board, Electoral Commission and others in the review of electoral services and the procurement of an e-counting system for 2022 elections and delivering the first phase of our process automation technology in Revenues and Benefits services.
- Develop a **Communications** strategy.
- Complete our service reviews and other projects in the Council's Change Programme.
- Continue to **review service priorities** and stop:
 - o non-essential services to internal and external partners;
 - o services that have little or no impact on health or consumer protection;
 - o winter maintenance of some footways;
 - o delivery of underutilised bus services;
 - o managing third party properties in the same way; and
 - o occupying inefficient buildings

In 3 years – we will....

- Continue to implement **improvements for our customers** increasing customer satisfaction in housing, reviewing the Development Standards Charter and adopting the national recycling charter for kerbside collection
- Adopt more innovative **business models** for Planning and Housing services, which make more effective use of borrowing capacity and income generation alongside efficient expenditure to achieve clear business objectives
- **Share services** in resilience and risk functions, planning and infrastructure services, and develop and implement opportunities to harmonise systems and processes with other Councils in Revenues and Benefits and other corporate services.
- **Build capacity with communities** working to a new deal in the delivery of locality priorities so that services and facilities are provided in the most effective way, by the most appropriate people, community or organisation.
- Continue our **adaptation to climate change** through reducing carbon and energy consumption such as through the development of EV transport infrastructure and the use of Natural Flood Management.
- Undertake further **Lean reviews** looking at a systems approach to planning applications & enforcement cases, and looking at our arrangements for receiving and making payments to and from the Council's customers and suppliers.
- Continue **commercialisation and income generation** across the Council including in planning, grounds maintenance and waste service and other non-statutory infrastructure services
- Ensure we are **Digital** by 2020 with full digitisation of on-site intervention recording (ECP), the introduction of an on-line system for licence applications, the introduction of e-billing for Council Tax and the provision of digital and self-service options and payment across our services using MyAccount.
- **Reduce costs** by increasing recycling, better fleet management, alternative models of provision of public toilet facilities, co-location of registration services with other Council services and efficiencies in roads and property maintenance.
- Continue to **review service priorities** and stop:
 - o Using HRA resources for areas that have little or no contribution to business outcomes
 - o Accepting paper applications for building warrants or planning applications
 - o Accepting cheque payments
 - o Undertake work where it is appropriate for others to do so with our professional input.

In 5 years – we will....

- Be more **business focused** with clear objectives.

- Be working better in **partnership** with stakeholders and customers involving them in decisions on strategy, in service provision and in delivery in housing, planning, community planning, resilience, infrastructure and transport.
- Have greater autonomy or consider **Arms-Length Organisations** for some services including housing.
- Be working for more than one Council as a **shared service** in Resilience and parts of Planning or consider other methods of delivery of ECP services.
- Be working towards **full cost recovery** in some services including Development Management and Property.
- Work in a **Lean** way, focusing on value demand and reducing failure demand across the Directorate.
- Continue to integrate new technologies to carry on our **Digital** journey.

Doing our statutory or key Council activities - Key Performance Indicators:

KPI	Target	Performance
Household recycling rate	In top 5 local authority areas.	2016 - 56.70%
Net cost of waste collection per household	TBC	2016/17 - £74.79
Net cost of waste disposal per household	TBC	2016/17 - £67.60
Number of missed bins	TBC	2016/17 - 4,137 (0.07% of total collections)
% of tenants satisfied with housing	2% improvement per annum	2016/17 83%
Length of time to re-let houses	20 days by 2023	2016/17 42 days
Number of affordable houses built	75 per annum	0
New houses built	310 per annum	2016/17 - 169
Average time to determine a planning application	Local - 8 weeks. Major - 16 weeks.	Local 2016/17 Q2 - 6.7 weeks Major 2016/17 Q2 - 12.4 weeks
Respond to valid Building Warrant applications within 20 days of validation	85%	2016/17 - 86%
Council houses meeting EESSH	100% by 2020	About 85%
Number of faulty street lights fixed within 7 days	95%	2017/18 to date - 96.4%
Number of road defects fixed within target times	Cat E (2 hours) 100% Cat 1 (24 hours) 100% Cat 2 (5 days) 100%	2017/18 to date - Cat E - 100% Cat 1 - 100% Cat 2 - 100% Cat 3 - 98 %

	Cat 3 (28 days) 88%	
Amount of Co2 produced in Corporate Buildings	TBC	October 2017 – 33.82% of budget
Council Tax Collection (in-year)	98% at March 2019	97.7%
Council House gross rent arrears collection	93% at March 2019	2016/17 92.3%