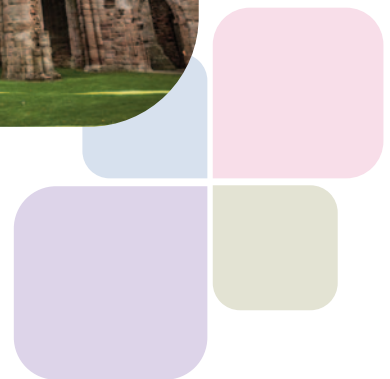


Angus Council Plan | 2019-24



Our values

Angus is a great place to live, work and visit

We are focusing our activity on engaging with colleagues to identify and live our values. Workshops, focused sessions and surveys are being used to support and challenge our behaviours, attitudes and aspirations for Angus and our response to citizens. This activity acknowledges whether our current values are those which most clearly describe the culture we are striving to create.

We are at the stage in our process where we can clearly identify the key themes of our aspirations. These include:

- Continuing to care for our people (citizens and colleagues)
- Acknowledging our core role to serve
- Working more collaboratively across the organisation and with partners, to best serve our public
- Developing our culture of honesty and integrity to build trust
- Demonstrating and operating with respect for others
- Treating people fairly and with equity

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Foreword

Our vision is clear: **Angus is a great place to live, work and visit.**

Our plan to deliver this vision was detailed in our Council Plan 2019-24 which was approved and published last year. Our updated plan acknowledges reducing budgets and increasing demand for services, and outlines work planned for the coming year. We are proud to present this revised plan which reaffirms our commitment to our four strategic priorities. We want:

1. **Angus is a go-to place for business**
2. **To maximize inclusion and reduce inequalities**
3. **Our communities to be strong, resilient and led by citizens**
4. **Angus Council to be efficient and effective**

This update demonstrates the council's continued commitment to shift our focus to working more closely with our residents, our communities, our businesses - our people - putting them at the heart of everything we do.

Our strategic priorities are strong and focused on outcomes. In this plan we have updated some of the previous details and highlighted new opportunities, policy and prioritisation of our resources. This includes the signing of the heads of terms of the Tay Cities Deal and a clearer recognition that Angus takes climate change seriously. We aim to minimising the environmental impact of our actions. As a result, this year we will again invest in some additional short term resources to increase economic growth, reduce demand for complex, high-cost interventions and at the same time improve outcomes for vulnerable families.

In our initial plan published last year, we detailed what we were changing and why. In October 2019 we reported on our numerous successes, the achievements we have made to date, demonstrating that those changes are already delivering efficiencies and improvement. We will continue to build on these.

Finally, during 2019, every service in the council was challenged to examine its purpose and worth. They were challenged to come up with a 'Why' - the reason it exists as a service to the public. This is because, like most businesses, we tend to focus on the 'what' and the 'how' of our work and we needed to get back to 'why' we do things. These 'why' statements have helped us to focus on what is important to us and our customers and helped us prioritise our true purpose as a **public service**. We have shared some of these within this document so that you can see our commitment to the people of Angus.

This Council Plan should be read alongside our Finance and Change Plan (which explains the substantial financial challenges the Council faces and our response to those) and our Workforce Plan and we will be reporting on our progress against this plan in October 2020.

A handwritten signature in black ink that reads "Margo Williamson". The signature is fluid and cursive.

Margo Williamson
Chief Executive, Angus Council

A handwritten signature in black ink that reads "David Fairweather". The signature is fluid and cursive.

Cllr David Fairweather,
Leader Angus Council

Governance

The Scottish Government's Purpose, what it wants to achieve over the next ten years, is described in the National Performance Framework diagram below. The outcomes surrounding the purpose support local government identify its role in delivering these for Scotland.

Our Angus Council priorities align with the aspirations of the National Performance Framework and ensure local measures for our specific communities are fully acknowledged and addressed.



To deliver on the National Outcomes, a planning and policy framework is in place to link the work of the Council with our partners and communities. This is shown in the diagram below.

This cohesive approach helps all of us ensure we are offering public value and supporting our citizens in the best way we can.



* How Good Is Our Council



Priority 1: Economy

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

We will

Spend council money locally where we can to help to grow our local economy

Support the creation of local, fairly paid, and lasting job opportunities for our citizens

Make Angus a low-carbon, sustainable area

Support business and economic growth by improving the physical and digital

How we will achieve it

Tay Cities Deal - The Tay Cities Deal will bring in **£350 million** of additional resources to the Tay Cities Region. The Deal aims to create 6,000 jobs and bring in a further **£400 million** into the region. All the programmes in the Tay Cities Deal will benefit the whole of Tayside. The Angus Council Tay Cities team is now working on developing business cases for Angus-based projects. We are going to use the **£26.5 million** allocated for Angus in the Angus Fund as the initial investment in an ambitious **£1 billion** programme we are calling the Mercury Programme.

The Mercury Programme is a partnership between the public, private and community sectors which aims to attract a wide range of low carbon, sustainable businesses to Angus. The purpose of the Mercury Programme is to increase productivity through clean growth, protecting our environment for future generations ie aiming to produce little or no carbon emissions and use environmentally friendly technology. We will focus on three components: development of a clean growth area; low carbon; and Agri tech innovation. We will be submitting an outline business case in 2020 to ensure the early release of financial resources. We will use these to encourage other investment and to grow our economy in an environmentally sustainable way and create higher-level jobs with increased salary levels.

Low Carbon Network - We will invest in more electric vehicle charging points across Angus. We will deliver a Low Carbon Transport Hub at Orchardbank in Forfar located just off the A90 corridor, the main north-south route through eastern Scotland. This will provide an environmentally friendly "service station" where people can stop to recharge electric vehicles. The hub will consist of 28 new spaces with 9 charging points including 4 rapid units, 3 fast and 2 slow.

Encouraging Inward Investment - To increase inward investment we will work with the regional Trade & Investment Partnership to support the growth of our key

“ To embed a language and love of learning that enhances life chances for all

Schools & Learning



industry sectors. We will develop an Angus ‘pitch book’ to promote the area as a potential inward investment location particularly for development that will address the lack of quality hotel accommodation in Angus. By attracting new investment to Angus, we will create more well-paid jobs for our citizens, boost the local economy and ensure future careers for our young people.



Employability and Skills - We will support those most in need to move into work or training in growth sectors of the economy, meeting the needs of local businesses. This will include creating more opportunities for young people, including investing **£652,000** to increase the number of apprenticeships in Angus Council across a range of services over three years. By doing this we aim to help more young people to develop their skills and build successful careers within Angus.



Montrose - Infrastructure for the Future - We believe that the greatest economic growth within Angus is likely to centre around the Montrose area over the next few years due to a combination of factors including recent and planned improvement to the road, rail and sea networks and new inward investments. We are focusing on the development of Offshore Wind Farms off the coast of Angus and other major businesses to develop a clean growth area in and around the town. This will create new and well-paid jobs which will benefit the whole of Angus and beyond.

We will:

- complete the Strategic Transport Appraisal (STAG) for improving road transport links to and from Montrose. We will work with key partners, including Network Rail, Montrose Port Authority and Tacran in developing options for improved freight rail links, including use of the railhead facility in Montrose. We will seek to enhance active travel provision and infrastructure in and around Montrose, which will connect local businesses and communities
- invest an additional **£1.5 million** over above the **£4.5 million** allocated in 2019/20 in infrastructure to open up

“ Creating Places that people are proud to call home

Housing

the new Zero4 Business Park in Montrose. Working with the private sector, we will help to create a low carbon, clean growth park, which will use green technologies and eco-friendly methods of construction.

- as part of the work on the Angus Local Development Plan undertake master planning of the Montrose area through engagement and coordination to help delivery and identify employer needs and opportunities as a place of learning.

Digital Infrastructure - £1 million has been allocated through the Tay Cities Deal for rural broadband which will help us to support the expansion of broadband infrastructure to help Angus businesses to compete globally and improve accessibility for our citizens. Improved broadband particularly supports rural entrepreneurs and small businesses which are key for our sustained growth. This work will also support our ongoing regional collaboration to provide broadband.

Offshore Wind Sector - We will continue to develop infrastructure to support this key sector such as exploring new land and properties. We will invest **£10,000** again this year to work with partners in the Forth and Tay Cluster to attract further investment, support the supply chain and capitalise on the opportunities arising from the Seagreen development off the coast of Angus. This will bring skilled jobs and expertise to the area and support Scotland's ambition to reduce emissions to net-zero by 2045.

Land and Property Estate - In 2019 we undertook a study to review the quality of our commercial properties that we lease to businesses and make recommendations as to the future investment needs. We will implement the recommendations for investing in and/or disposing of property to ensure we have a commercial portfolio that is fit for purpose for the future. We will also explore new land development options aligned with the preparation of the new Local Development Plan. Also, we will continue to improve the way we manage our commercial estate to ensure our processes are customer-friendly, making it easy to lease a property from Angus Council. We will also continue with our agile programme and ensure our estate is rationalised yet fit for purpose, with surplus buildings made available on the open market or passed on to our communities through Community Asset Transfers.

Procurement and Local Spend - in line with the council's approved Procurement Strategy Review 2019/21 this year we will adopt sustainable (social, economic and environmental) principles to procurement across the council to provide better value for money where we can. We will continue to buy locally where it offers us the best value. We will also continue to build on our success to date by working with local suppliers to remove barriers that prevents this from happening. We will do this in a fair and transparent way as we cannot discriminate against businesses on the basis of their location. We will use our buying power to support the development of local skills and training. Also we have strengthened our anti-slavery and counter-fraud approaches. We will report on all aspects of procurement in our annual report.

Measuring Our Success - Economy

There are several key measures that we will use to monitor our progress in the delivery of our council priorities. We will report our progress against these measures each year. The measures are as follows:

- The percentage of people employed in Angus (Employment rate as a percentage of people in employment in Angus)
- Wage levels of those people living in Angus and those commuting into the area
- The productivity of the workforce (Gross Value Added)
- The percentage of new businesses that survive beyond three years
- The economic impact of tourism in Angus
- New businesses coming into the area (Employment land take-up during the reporting year in hectares)
- Number of premises able to access broadband speeds of at least 24 megabits per second
- The percentage of Angus Council's procurement spend with local small and medium-sized companies (SMEs)

Priority 2: People

We want to maximise inclusion and reduce inequalities

We will

Work in partnership to support and care for our most vulnerable citizens

Work collaboratively for and with our citizens to keep them safe in resilient communities

Reduce social isolation and loneliness

Offer our citizens a range of opportunities to help them achieve their potential and to reduce poverty

Enhance our senior phase offering leading to varied pathways which support and challenge all our young people

Increase the attainment and achievement of our young people, including looked after children

How we will achieve it

Early Learning and Childcare - Supporting children and families early can help ensure the best possible outcomes. The Scottish Government has increased funded Early Learning and Childcare and in Angus, we have invested **£34.349 million** to enable us to deliver 1,140 hours of early learning for every three and four year olds and eligible two year olds from August 2020.

Capital investment is delivering new early learning and childcare centres in Carnoustie and Forfar which will open in August 2020 as well as significantly improving and expanding provision in other areas. We continue to work with community planning partners to ensure that children who need additional services are identified and helped as soon as possible.

Angus Schools for the Future - We continue to progress Angus Schools for the Future, the council's ambitious 30 year strategy which will develop our learning estate to meet the needs of all our learners and deliver our ambitions for the curriculum. Specifically, we are investing over **£1 million** in extending Edzell Primary School, which will open in August 2020. We are considering alternative options for the Monifieth learning estate before consulting with communities over the coming months. We have included **£10 million** in our capital plan for 2019-24 with further **£30 million** planned for 5 years beyond that. In Montrose, we have begun exploring opportunities to create a 'learning town.' This includes investigating how we might make better and more creative use of our buildings and those in the community to deliver a wider range of learning opportunities to a more diverse range of learners. We are working with communities and industry as we develop these ideas further through the Angus Plan. We will also continue to investigate options for secondary school provision in the Arbroath area.

Education and Lifelong Learning - Development of the curriculum over the next 10 years - We will continue the

“ To create better life outcomes for people who are facing adversity

Criminal Justice



work to develop our senior phase (S4-S6) offer For session 2019-2020 over 500 young people are following a curriculum which has a blend of learning in school and learning directed by colleagues from Dundee and Angus College. Our extended work placement provision via Angus Works and mini Angus Works will continue to offer all young people in the senior phase the opportunity to gain experience related to their interests and future learning choices.



We will continue to design a curriculum which provides young people with the skills and accreditation they need to enter employment or further study. Our series of #everythingislearning events have engaged a wide range of stakeholders in examining how the curriculum will continue to evolve and how they can contribute to learning. The final event in this series is 'what next?' which will look at the future of learning in Angus - exploring our digital learning offer; examining the current school day and how this could change; planning how we may use our learning spaces to better meet the learning needs of everyone in our community and designing a curriculum which equips our young people with the skills and dispositions they require to become effective contributors to society.



Angus Health & Social Care Partnership (Angus H&SCP) is one of our key partners and its new strategic plan for 2019 – 2022 has four key priorities: Improving health, wellbeing and independence; supporting care needs at home; integrated and enhanced primary care and community responses; integrated pathways with acute and specialist providers for priorities in care. The plan shows how the Angus H&SCP will continue to integrate health and social care services and encourage people to improve their health and wellbeing.

Child Poverty - Since the publication of our Local Child Poverty Action Report in 2018 we have seen a step-change in the way we are working with partners and our communities. Our multi-agency working group, the Child Poverty Working group will actively work with local people with experience of poverty in order to develop actions that will make a difference to those who need it the most.

“ To make a difference by reducing inequalities, poverty, promoting inclusion, fairness, reducing homelessness & improving well-being

Revenues, Benefits & Welfare Rights

- **Holiday Food & Fun** - In 2019/20, **£80,000** was used to pilot non-stigmatising access to meals or food vouchers over the school holiday periods for children who would normally receive free school meals. This project, which addressed the real need for these children will now be extended in 2020/21. An investment of **£180,000** will be targeted at addressing child poverty in Angus, including the delivery, in partnership, of holiday food and fun for all holiday periods across Angus.

Supporting Families - The Children, Families and Justice Services will take a new approach to tackling domestic abuse during 2020/21 which includes providing support for the woman, men and children who are the victims of domestic abuse, and we will also work with perpetrators to try to change their abusive behaviours for the future. Funding from the Scottish Government Attainment Challenge Fund for looked after children will be used to provide new ways to support and mentor young people and we have a new advocacy strategy for Angus which will improve the way we work with children and families to encourage them to work more closely with us. We are creating a new family support service which will provide individually tailored support packages that will help more children thrive while remaining at home with their families. The tendering process for this will start in early 2020 with the aim of having the service in place by the early summer.

Mental Health & Wellbeing - The newly formed Angus Mental Health and Wellbeing Network has encompassed the previous stand-alone Suicide Prevention Collaborative. The Network has a very wide membership similar to that of the Angus Community Planning Partnership but with the emphasis on mental health and wellbeing. This year the Network will focus on; prevention and advice targeting the whole population including children, young people, working-age adults; older people; suicide prevention; promoting resilience and self-management and mental health and wellbeing in primary care. A Mental Health Strategy for Children and Young People is being developed by one of the working groups of the Tayside Collaborative. The strategy will focus on prevention and early intervention within universal services, as well as promote pathways to appropriate support from specialist services. In addition, the Scottish Government has made funding available for the provision of counselling services in schools for children aged 10 years and older. In readiness for this being fully implemented from September 2020, a Tayside wide approach is being employed to ensure availability and access to counselling services.

Corporate Parenting - Angus Council is a partner on the Angus Corporate Parenting Board which is working on the next three year plan for 'Getting it Right for Looked After and Care Experienced Children and Young People 2020-2023' and this plan will be published in spring 2020. Consultation with children and young people on priorities for the plan has started and these include a focus on relationships, quality of care including respite, and raising awareness. We will also look to change perceptions of communities on the reasons that young people may be looked after and what needs those young people may have.

Supporting Community Learning and Development - Angus Council takes the lead and reports on the Community Learning and Development (CLD) Plan for Angus which is delivered through a

“ To create digital services and solutions so good that people prefer to use them so that people’s lives are easier, better and improved.

Digital Enablement & IT

range of activities alongside our Community Planning partners. This year we will include targeted youth work activities by continuing to support the Friday Night Projects across Angus and we will be reviewing our work with schools. We will be extending and improving access to our adult learning programmes through the creation of learning hubs across our four localities.

Measuring Our Success - People

There are several key measures that we will use to monitor our progress in the delivery of our council priorities. We will report our progress against these measures each year. The measures are as follows:

- Percentage of school leavers achieving level 4 and 5 literacy and numeracy
- Percentage of school leavers entering a positive destination (a job, college or apprenticeship)
- Comparison of Angus school leavers performance against similar groups of children in other authorities (the ‘virtual comparator’)
- Percentage of looked after children cared for in a family setting
- Percentage of looked after children cared for in Angus
- Number of children on the child protection register
- Number of children living in poverty
- Percentage of children accessing funded entitlement to early learning and childcare
- Rates of reconviction
- Percentage of anti-social behaviour complaints resolved

Priority 3: Place

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

We will

Engage with citizens and communities to deliver the right services in the right place at the right time

Increase the supply of affordable housing and improve the council's current housing stock so it is fit for the future

Continue to reduce the council's carbon footprint with the aim of reducing our net carbon emissions to zero by 2045

Coordinate our place-based activity and investment through the development of the Angus Local Development Plan

How we will achieve it

Recycling - We continue to focus on improving our waste services and aim to be in the top three councils in Scotland for recycling. Changes made at our recycling centres during 2019 have already delivered a significant increase in the recycling rates and a special officer and elected member taskforce has been set-up to review how we can improve our recycling performance even further. The total household recycling rate for 2018 was 54.7 percent, which compares favourably with the Scotland-wide rate of 44.7 percent.

Carbon Reduction and Climate Change - Tackling climate change is a global issue, and we are playing our part in helping to mitigate it. Over the next year, we will develop and publish a Sustainable Energy and Climate Action Plan (SECAP) working with partners to address the climate change emergency and meet the Scottish Government's target of zero carbon emissions by 2045. The development of the SECAP will determine more detailed interim targets and actions to address this important issue. We will continue on our programme of carbon reduction initiatives including street lighting; property lighting, photo-voltaic panels and heating. We will continue with our electric vehicle charging and council vehicle changes as supported by Transport Scotland. We will explore low heat energy efficiency opportunities to develop a wider strategy, and we will continue our work on active travel encouraging alternatives to the traditionally fuelled car as the primary choice of transport.

Flood Risk Management - Delivery of the actions in the Local Flood Risk Management Plans in Angus will continue to increase levels of preparedness and protection from flooding as part of climate change adaption. The Arbroath Flood Protection Scheme has been developed to protect the town from future incidents. The scheme is based on the concept of controlling the volume of floodwater entering the Brothock during extreme flood conditions. The key elements of the work are the construction of three flood storage areas at Brothock Meadows, St Vigeans and

“ To support families to provide safe, secure and sustainable care for the children of Angus.

Children, Families & Justice – Localities



Hercules Den and enhanced defences including a combination of new floodwalls. Other actions include working with local community groups on readiness, response and recovery from flooding and we will continue our adaptation work to provide greater resilience for our communities through our flood projects.

Coastal Management - The Angus Shoreline Management Plan details activities to address coastal erosion along the Angus coastline. We will continue to deliver the actions in the Local Flood Risk Management Plans which prepares and protects Angus from coastal flooding as we adapt to the effects of climate change adaption. Montrose has been identified as a special site by the Scottish Government’s Dynamic Coast project which has highlighted the need for early action to deal with the erosion of the dune system and the dropping of the beach levels, which risks coastal flooding to the Montrose golf links and town.



Angus Plan - The Place Principle is an initiative promoted by the Scottish Government that asks those responsible for providing services and looking after assets in a place, to work and plan together, with local communities, to improve the lives of people, support inclusive growth and create more successful places. This principle will underpin our initial work on our Local Development Plan (which will begin this year and will seek to strengthen, co-ordinate and integrate all place based activity in Angus.



Delivery of High-Quality Housing - We will continue to deliver high-quality design through our housing programme to provide a variety of homes that our citizens need, and that help our economy to grow. We will invest **£86 million** in the council’s housing stock over the next five years, building new homes, and making our existing homes more energy efficient on the way to them being zero carbon by 2045. This will also help reduce child poverty and improve health and wellbeing in many of the areas of greatest need. We are making good progress in delivering on the three main objectives in our Local Housing Strategy: increasing the supply of housing, giving everyone equal access to that stock and improving the quality and energy efficiency of the housing stock we have.

Community Empowerment & Participatory Budgeting - We will continue to implement the Community Empowerment Scotland Act 2015, supporting and transferring more responsibility to our communities. This includes the further roll-out of Participatory Budgeting throughout Angus communities and involving our communities in more of our mainstream activities and decision making. The **£200,000** invested in Participatory Budgeting in 2019/20 will be increased to **£260,000** in 2020/21. This will involve more people and help them to understand how public money can be used to deliver meaningful projects which can transform the lives of local people. We will also increase the opportunities for communities to make decisions which affect their areas. By working together, we can make communities stronger and more able to prosper in the future.

The Anti-Social Behavior (Scotland) Act 2004 requires each local authority and the relevant chief constable to prepare a strategy for dealing with anti-social behaviour in the authority's area. We will renew this strategy in 2020 by working with the Community Planning Partnership.

Roads and Transportation - roads and transport are an essential part of our daily lives and we will maintain these services as best we can with our available budget. We will continue to invest in the repair of our roads in urban and rural areas, which will benefit from the **£300,000** derived from charging for parking. We will continue to work to reduce road traffic collisions in partnership with other public sector bodies and strive towards national targets.

Measuring Our Success - Place

There are several key measures that we will use to monitor our progress in the delivery of our council priorities. We will report our progress against these measures each year. The measures are as follows:

- Percentage of household waste that goes to recycling
- Percentage of adults stating their neighbourhood is a good place to live
- Percentage of households experiencing fuel poverty
- How clean are our streets (LEAMS Street cleanliness score)
- Number of homeless applications
- Percentage of council tenancies sustained for 12 months
- Maintenance of our roads (Percentage of A, B, C class roads that are considered for maintenance)
- Number of affordable homes delivered
- Percentage of adults satisfied with parks and open spaces



Our council

We want Angus Council to be efficient and effective

We will

Listen to the needs of our customers and by working for and with them deliver better public value

Support and challenge our workforce for the future based on our values to help us to achieve our vision and deliver our priorities

Develop a commercial approach where appropriate, to make the most of our limited resources

Identify any further opportunities for efficiencies in revenue budget

Identify efficiencies in capital spend through end to end review of programme and projects

How we will achieve it

Collaboration & Partnerships - We will continue to build partnerships to deliver better services. Exploring regional collaboration is a critical element for delivering efficient and effective services in the future while paying attention to local needs. This will continue to expand through the Tay Cities Deal, Regional Procurement, the Tayside Regional Collaborative work, the Angus Community Planning Partnership and Strategic Commissioning.

More timely and targeted support - Over the last few years, we have been learning from some other local authorities about changing the way we deliver services to make them more timely and targeted. With the benefit of their experiences, we will be considering this new approach in several locations across Angus next year. This includes a new way of working with people and communities in a much more coordinated and open way. We want to use their knowledge to help us and our partners to change the way we deliver our services in the future. While this sounds simple, it is a very different approach and will require significant investment in the training and development of our frontline staff as well as supporting communities to work closely with us. We plan to invest **£470,000** over the next three years as we believe (and evidence from other councils shows) that in the long term, this will be more effective in improving the lives of our citizens.

Strategic Commissioning - this is a new function developing within the council to better monitor and assess the performance of services delivered by our key partners including Angus Health & Social Care Partnership, ANGUSalive, Voluntary Action Angus and Tayside Contracts. It also identifies areas for improvement and supports further collaboration/partnership opportunities.

Priorities for this year include improving everyone's understanding of what our partners deliver on behalf of the council, how these services are contributing to achieving our goals and the true costs to the council for these

“Transportation is the lifeblood of a vibrant economy and a safe and an inclusive society

Roads & Transportation



services. These approaches will strengthen our focus on “Following the Public Pound” to provide greater confidence that every pound we spend, whether it be through direct service provision, a contract with a third party supplier, or a grant with a third sector or voluntary organisation, makes a direct contribution to meeting our council’s priorities and the Community Plan outcomes.

Another priority will be looking for further partnership opportunities between council services and our third sector (non-governmental and non-profit-making organisations or associations, including charities, voluntary and community groups, cooperatives, etc.). The council distributes funding to the third sector through grants and contracts and we are reviewing how we do this to encourage more efficient working practices and focus our resources on our priorities.



- **ANGUSalive** - We will continue to fund and work with ANGUSalive which provides our leisure, cultural and library services across Angus. ANGUSalive is a key contributor to achieving the council’s health and leisure outcomes and we will be working closely together over the coming years to identify and pursue exciting new opportunities to increase the reach and availability of these services.



- **Tayside Contracts** - shared with Dundee City Council and Perth & Kinross Council, Tayside Contracts are a unique joint local trading organisation. The breadth of services they deliver on behalf of the council includes construction, cleaning, fleet maintenance and school functions such as janitorial, school crossing, cleaning and catering which they are actively managing to meet future demand. The collective councils all see an annual return of the surplus from Tayside Contracts for reinvestment in council services. Work will continue between Angus Council, Tayside Contracts and our neighbouring local authorities to identify new opportunities and improvements to the current service delivery models.

Commercialisation - As we continue to look for new ways to protect our frontline services from reduced funding, we will launch our council Commercialisation Strategy. We are actively looking at joint ventures with private sector partners and supporting the creation of more social enterprises. We will look to provide competitive services, such as our landscaping design service. We will also explore other income generating streams including advertising and crowdfunding.

Property - We will continue to rationalise our council property and land. We will continue to sell or lease buildings and areas of land we no longer require generating capital funding income and making revenue budget savings. We also continue to empower our communities through Community Asset Transfers to take control of property for the wider benefit of their community. We will complete our agile programme building works and take a commercial approach to our property. We will also seek to improve the efficiency of our buildings through energy saving measures, further reducing our carbon footprint.

Workforce Change and Service Reviews - We will review each service to ensure that they are as efficient and effective as possible and that they are using digital tools where appropriate as this can generate financial savings. We have also introduced more detailed workforce planning so that we can have and retain a skilled, adaptable and diverse workforce dedicated to delivering our Council Plan outcomes. In further support of employees, and the council's ambition for Angus to be a great place to live, work and visit, we have implemented a Carers Policy; an Employee Health & Wellbeing Strategy, and further proposals are being developed as part of our review of Term and Conditions to enable our employees to achieve a healthy work/life balance. Our terms, conditions and workforce practices will also ensure that we are aware of and seek to address any inequalities within our workforce.

Performance Led Council - We know success comes from knowing yourself and your business well and by being focused on achieving measured outcomes. We will invest more in self-evaluation and training to embed our performance monitoring tool 'How Good Is Our Council' across all services to ensure we are a performance-led organization. This programme will help us to make more effective, evidence-based improvements that offer the best value through the following key areas:

- Assure accountability and consistency for performance and outcomes through reliable and robust performance measures, actions and risks
- Development of continuous improvement culture in services through annual self-evaluation of 'How Good Is Our Council'
- Improved use of our performance management system, Pentana
- Improvements to the effectiveness of our partnerships

Digital by Design - Becoming more digital in the way we work ensures that customers who can, have access to more and more services 24/7, whenever it suits them via our website which provides digital services so good, that people prefer to use them. This year we plan to add a

“ To make finance simple so that clients can deliver an effective and efficient service for Angus citizens

Finance

further 40+ “Report It” functions available online. We will continue to work with citizens to co-design digital services following the success of solutions such as enabling looked after children to share their views. We will continue to make accessibility central to our digital services by implementing recommendations from the independent audit from the Shaw Trust and by using customer feedback. We have implemented Govroam to allow partner organisations such as NHS easy access to Wi-Fi in all our locations and we have started to roll out Outlook 365 to improve resilience and productivity for all our staff. Each secondary school and cluster primaries now have highly available, dedicated internet and Wi-Fi and working with the Tay Cities region partners we will continue to improve broadband for hard to reach locations.

Measuring Our Success - Our Council

There are several key measures that we will use to monitor our progress in the delivery of our council priorities. We will report our progress against these measures each year. The measures are as follows:

- Equalities and diversity – our gender pay gap as a percentage of the workforce
- Reducing the number of council buildings (Percentage reduction in the number of council buildings)
- Access to our website (readability figures for website)
- Percentage of potential ACCESSLine calls reduced and/or diverted to alternative channels – social media etc
- Number of social media followers/engagement rates with Angus Council
- Health and safety – a reduction in the number of reported accidents/incidents
- Access to digital services via Digital Certainty Index
- Number of fraud investigations and levels recovered in £’s
- Percentage of our Change Fund target achieved

This is our Council Plan, refreshed for 2020/21. We will be reporting on our progress against this plan in October 2020 and we will bring a further refreshed plan forward in March 2021.

