

# ANGUS COUNCIL PLAN

2019-2024

# Angus is a great place to live, work and visit

## Our values

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 is 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

# 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 2019-2024 which was approved and published last year. Our updated plan, published in February 2020, acknowledged reducing budgets coupled with an increasing demand for services, and outlined work planned for the coming year. In light of the COVID-19 pandemic we have looked again at our priorities to best support our people and our businesses in Angus to recover and renew over the short, medium and longer term. We have looked at our response to COVID-19, the strong partnerships developed, the pace at which we responded and how we adapted our ways of working to support our citizens and businesses. We have been capturing and building on that experience and learning. As a result, we are proud to present this revised plan which reaffirms our commitment to our four strategic priorities. We want:

- 1. Angus to be a go-to place for businesses**
- 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 commitment to shift our focus to working more closely with our citizens, our communities, our businesses - our people - putting them at the heart of everything we do. From the COVID-19 pandemic we have seen more than ever the value of the work done in our communities and the benefit of working in partnership. As we focus on recovery and renewal, we need to learn from and build on the experiences of the last few months. We recognise that living and working in Angus will be very different and for those coming to visit.

Our strategic priorities are strong and focused on outcomes. In this refreshed plan we have updated some details and highlighted new opportunities, policy and importantly prioritisation of our resources. In rebuilding our economy, we will aim to minimise the environmental impact of our actions and make more and better use of our outdoor spaces. We will continue to push for the signing of Tay Cities Deal and use that investment to create a greener, low carbon Angus, to show that we take climate change and the environment seriously.

We will also respond to new challenges such as physical distancing. We will improve connectivity, both physical and digital, to address the new physical distancing needs, increase inclusion and support health and wellbeing. More than ever, our people and businesses will be reliant on excellent connectivity and require the digital infrastructure and skills to study, to learn, to shop and trade. Supporting this will be a priority in the coming year and we will accelerate planned work in these areas. In addition, this year we will invest in 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. We will prioritise key issues arising from the COVID-19 pandemic. The council plan will promote human worth and upholds a rights based approach to support how we deliver services.

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 citizens, our communities and our businesses 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 Financial 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.



**Margo Williamson Chief Executive, Angus Council & Cllr David Fairweather, Leader Angus Council**  
[Signatures]

# 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.

# 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, 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 infrastructure

## 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 **£26.5m** allocated for Angus in the Angus Fund as the initial investment in an ambitious **£1bn** programme we call 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 i.e. 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 this 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. We will explore and develop more and new ways of connecting people with alternative and low carbon transport solutions.

**Supporting Business and Encouraging Inward Investment** – To increase inward investment we will work with the regional Trade & Investment Partnership to support the sustained growth of our key industry sectors. We will develop an Angus ‘pitch book’ to be ready when the time is right 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 in and to Angus, we will create more well-paid jobs for our citizens, boost the local economy and ensure future careers for our young people. We will consider policy changes that may be required to support our indigenous businesses as they re-open, diversify and help them to survive and thrive by working with local and regional business support partners.

**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 and encouraging a focus on Fair Work. 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. We will work with partners locally and regionally to develop skills programmes to help people train or re-train where needed and support the expected increase in unemployment due to COVID-19. We will work with partners to promote more equitable approaches to recruitment that removes stigma.

**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 Tactran 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 **£1.25m** over above the **£4.5m** allocated in 2019/20 in infrastructure to open the new Zero4 Business Park in Montrose which will be matched by £1.5m from the Tay Cities Deal Industrial Investment Programme Side Deal. 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 (Angus 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. The COVID-19 pandemic has meant more businesses trading online, more people working and learning at home and our citizens accessing services online. A world class digital infrastructure that is reliable, fast and accessible to all will allow people to work, learn, trade and connect. We will coordinate and work with partners to provide resources to those who are not connected to maximise inclusion and access. We will support the growth in digital skills in all these areas through the learning programmes and skills programmes we deliver.

**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 review our agile programme to consider future needs for use of our buildings. Our planned rationalisation of council property will be reviewed further as large numbers of our staff will now work from home for the foreseeable future as a result of COVID-19. We will review our requirements for buildings in the future and ensure we have a planned and practical approach to staff returning to our offices and buildings. 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.

**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 to maximise the benefit to the economy as we emerge out of Covid-19 pandemic. 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 based on 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 develop trauma informed approaches, creating environments which support compassionate provision of services and encourages people to be kind
- 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. As of August 2020, Angus Council will deliver on the commitment to provide 1,140 hours of Early Learning and Childcare (ELC) to all three and four year olds, eligible two year olds and those children accessing an additional year of funded ELC.

Capital investment is delivering new early learning and childcare centres in Carnoustie and Forfar and these buildings will open during session 2020-2021. Additional capital investment is also 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. However, we recognise that our school estate and learning model may need to adapt to physical distancing requirements. We will establish new ways of supporting our learners through a mix of in-school and at-home learning. We will develop our digital learning offer and support as many children and young people as possible to access this. In Montrose, we had already



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 develop this further by building on digital and outdoor classroom opportunities. We are investing over **£1 million** in extending Edzell Primary School. Work is well underway and the assumed timescale for completion is winter 2020/21. We are considering alternative options for the Monifieth learning estate and will explore new approaches for 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. 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 work to develop our senior phase (S4-S6) offer. During session 2019-2020 over 500 young people followed a curriculum which has a blend of learning in school and learning directed by colleagues from Dundee and Angus College. We will consider how we can continue to deliver our extended work placement provision via Angus Works and mini Angus Works. Our programmes offer all young people in the senior phase the opportunity to gain experience related to their interests and future learning choices.

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, 'what next?', was designed to 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. This final event has been delayed due to COVID-19 restrictions, however our work to engage with learners during the period of school closure and our response to the delivery of blended learning is contributing to our plans for the future.

**Angus Health & Social Care Partnership** (Angus H&SCP) is one of our key partners and its new strategic plan for 2019 – 2022 has three key priorities: 'Promote the wellbeing of the people of Angus by supporting approaches to prevention'; 'Support people to be independent for as long as possible'; and 'Shift the balance of care from hospital to home, supporting more people in our communities'. 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.

- **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. COVID-19 restrictions may mean changes to how we deliver this project but we will continue to work in partnership with other services and external organisations.

**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 women, 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. A sad consequence of COVID-9 has been the surge in levels of domestic abuse and we will prioritise our support for those who need help. 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 autumn 2020.

**Mental Health & Wellbeing** - The newly formed Angus Mental Health and Wellbeing Network has replaced the Suicide Prevention Collaborative. The Network has a very wide multi-agency membership 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 early intervention within universal services, as well as promoting 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 October 2020, a Tayside wide procurement 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 range of activities alongside our Community Planning partners. All of our bases are currently closed and Friday Night projects are not currently operating but communities' staff are maintaining contact with young people and adult learners until such time we can consider restarting face to face services. As a result, we are reviewing the actions for year 3 of the CLD plan (October 2020-September 2021).

## 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 (known as the Angus 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 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 carbon heat energy efficiency opportunities to develop a wider strategy. The shift to active travel that has emerged from the pandemic can assist long term in reducing the impact of climate change. We will look to encourage longer term modal shift post pandemic.

**Active Travel, 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. We will continue work to reduce road traffic collisions in partnership with other public sector bodies and strive towards national targets. However, there has been a shift in emphasis in transport use throughout the COVID-19 pandemic and it will be important for us to review investments to meet the emerging needs. There has been a significant increase in walking and cycling during the pandemic and the decline in car usage has resulted in reduced pollution and improved air quality and there is a necessity to build on this to support further active travel alternatives with investment in aspects of the infrastructure networks particularly for work and school as public transport continues to be challenging but also for health and wellbeing as well as tourism. We will also facilitate the use of EV vehicles by providing more charging hubs in convenient locations. We will ensure transport options allow those accessing active or public transport feel safe.

**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 Hercules Den and enhanced defences including a combination of new floodwalls. The project has been tendered and awarded and site preparation is

taking place. 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** – To address the challenges we faced during the COVID-19 pandemic we established a cross partnership approach to support those affected through the HAART (Humanitarian Assistance Angus Response Team) funded by Scottish Government. We will build on the lessons and experience of this by continuing to work together to make communities stronger and more able to prosper in the future. We will review our current Locality approach across the whole of Angus to be more targeted where support is required and building on strong partnership working. This supports the implementation of the Community Empowerment Scotland Act 2015, supporting and transferring more responsibility to our communities. The further roll-out of Participatory Budgeting throughout Angus communities and involving our communities in more of our mainstream activities and decision making will be impacted by COVID-19 with the deliverability of projects from Phase 1 under review and the implementation of phase 2 likely to be delayed. The **£200,000** invested in Participatory Budgeting in 2019/20 was to be increased to **£260,000** in 2020/21 but the method and timing of delivery of this will need to be considered. 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.

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

## 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.
- continue the rationalisation of our property

## 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 looking at good examples in some other local authorities where they have changed services to make them more timely and targeted. COVID-19 accelerated the need to work in a new way with people and communities in a much more coordinated and open way. We want to use this experience to help us and our partners to change the way we deliver our services in the future. While this sounds simple, this means 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 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** – Our previous investment in agile work enabled us to rapidly redeploy staff from office space to home working as the pandemic restrictions came into force. Whilst this was not without its problems many of the previous barriers have been overcome at some considerable speed for staff and Elected Members. With the breakdown of these barriers and the workforce now being better equipped and well experienced at agile working we will progress our agile programme and building works to suit our new environment and work styles. This allows us to continue to 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. We will accelerate our digital programme and this year we plan to add a 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 learn from the experience of customer engagement throughout the COVID-19 pandemic where we saw a huge shift in engagement through social media and online channels from citizens and businesses seeking information or wishing to transact with us and focus resources on building on this where that is the best way to do so. 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. We will ensure that digital resources are made available to those who need them to support remote and agile working, access to services and to communicate with our citizens.

## 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 Programme savings targets we have 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