

## Angus Council Plan | 2021-24



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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 2019-2024 which was approved and published in 2019. Our updated plan, published in February 2020, outlined work planned for the coming year while acknowledging reducing budgets coupled with an increasing demand for services. In light of the COVID-19 pandemic and the simultaneous impact and change globally, nationally and locally we 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 looked at our response to COVID-19 and built on that experience and learning and presented, in September 2020, a revised plan which reaffirmed our commitment to our four strategic priorities. As we continue to face the challenges presented by and as a result of the COVID-19 pandemic, mindful that its full impact is yet to be realised we reaffirm our commitment to these priorities.

- 1. Angus to be a go-to place for business**
- 2. To maximise 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 adapt how we work and shift our focus to working more closely with our citizens, our communities, our businesses – putting them at the heart of everything we do for better outcomes. Throughout the COVID-19 pandemic we have seen more than ever the value of the work done in our communities, the benefit of working in partnership and adapting quickly what we do, recognising that living and working in, and visiting Angus will be very different in future.

Our strategic priorities are focused on outcomes. In this refreshed plan we have updated some details of our planned activities and highlighted new opportunities, policy and, importantly, prioritisation of our resources to respond to the challenges of and change due to COVID-19. We have engaged with our staff to consider where we should invest or do more and where we could reduce or stop activities or do them more efficiently. As a result, we have prepared a Strategy on a Page as our key purpose statement which will help to guide our thinking and what we do over the medium to long term. We have shared the Strategy on a Page in this Council Plan as this will impact on future changes we will make, as described in the Finance and Change Plan. We believe that this will help us to recover from the COVID-19 pandemic to be a more flexible, sustainable and future focused council, better placed to respond to change.

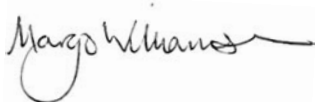
In our initial plan published last year, we detailed what we were changing and why. In October 2020 we reported on our numerous successes, the achievements we have made to date, showing that those changes are already delivering efficiencies and improvement. We will continue to build on these.

Therefore, this year we are focusing on responding to continued challenges as a result of the pandemic such as physical distancing and using opportunities to increase outdoor activities and use of outdoor spaces as well accelerating our own agile programme and implementing changes

to how and where we work. We will improve connectivity to increase inclusion and support health and wellbeing. More than ever, our citizens and businesses are reliant on excellent connectivity and require the digital infrastructure and skills to study, to learn, to shop and to trade so we will accelerate planned improvements 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 and tackling the increase in public health issues resulting from the pandemic. Treating people with respect and upholding and promoting human rights underpins decisions we make and services we deliver.

In addition we will contribute to the global “green reset”, through our aim to minimise the environmental impact of our actions and with the Tay Cities Deal now signed, we will use the Angus Fund to create a greener, low carbon Angus through our ambitious Mercury Programme.

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 in October 2021.

A handwritten signature in black ink that reads "Margo Williamson".

Margo Williamson  
Chief Executive, Angus Council

A handwritten signature in black ink that appears to read "David Fairweather".

Cllr David Fairweather,  
Leader Angus Council

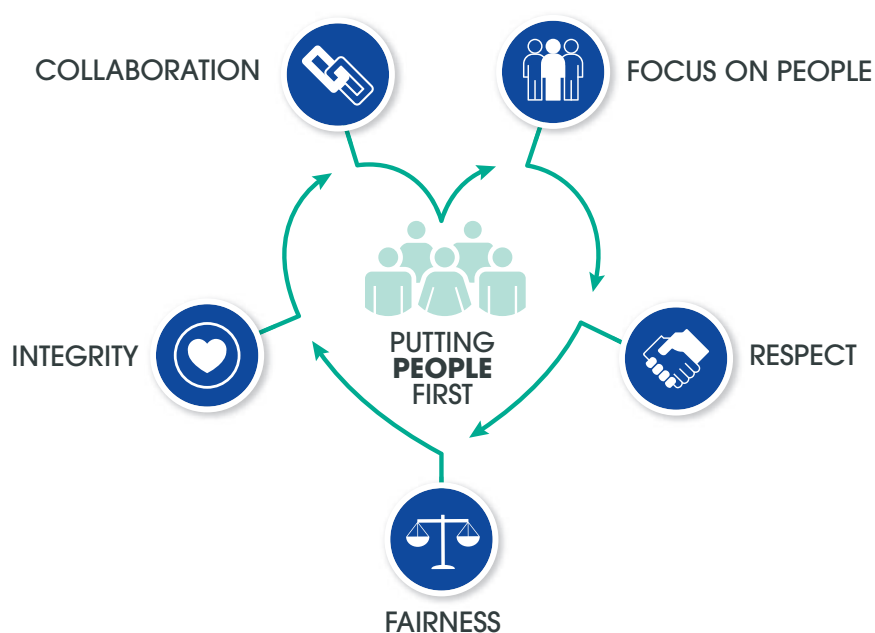
## Our values

We have been engaging with our staff to identify and live our values. Workshops, focused sessions and surveys were used to develop our understanding of our aspirations for Angus, how we want to work with citizens and the behaviours and attitudes we need to consistently achieve that.

This activity allowed us to identify the following clear themes:

- Continuing to care for our people (both 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.

As part of the initial COVID-19 recovery process, work was undertaken across all services to learn from our experiences and what had worked well. In particular, we looked at the behaviours which contributed to those successes. This allowed us to consolidate our identified themes into these values:



## Governance

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

Our Angus Council priorities align with the aspirations of the National Performance Framework.



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.

## Our purpose

### Eliminate

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#### **Child Poverty**

Eliminate children living in poverty through work with partners & business to intervene early, create economic opportunity, while also reducing costs and increasing income for people.

#### **Barriers to Access**

Eliminate barriers to accessing the right services at the right time, ensuring the availability of early support for individuals, families and businesses.

#### **Inefficiency**

Eliminate inefficiencies within activities, making the best use of resources and technologies, leading to a higher level of consistency and productivity.

### Reduce

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#### **Climate Change**

Reduce the impact of climate change by being a major contributor to achieving Scotland's national climate change goals, as leaders in clean growth, environmental stewardship and sustainability.

#### **Duplication**

Reduce unnecessary duplication and focus on areas of greatest need.

#### **Bureaucracy**

Reduce unnecessary bureaucracy wherever it is found, and it is legally permissible to do so.

### Raise

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#### **Opportunities for Lifelong Learning**

Raise opportunities for lifelong learning for all children, young people, adults, and the workforce, to enable progression in their learning.

#### **Customer Service**

Raise the quality of customer service through developing communication channels, underpinned by technology, which continues to provide opportunities for people to engage.

#### **Wellbeing**

Raise and promote the wellbeing and safety of communities and the workforce.

### Create

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#### **Equity**

Create equity by focusing services on those who need them most.

#### **Stronger Partnerships**

Create stronger partnerships through collaboration in the planning and delivery of services which benefit the people of Angus. This will include enabling and empowering community leadership.

#### **Inclusive Culture**

Create an inclusive culture by trusting and empowering employees, as well as ensure equality in the workforce.

## 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.

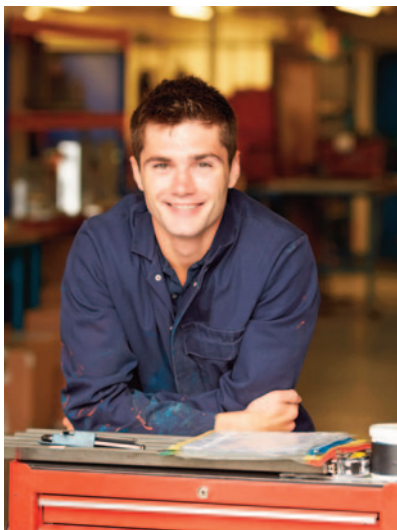
Support business and economic growth by improving the physical and digital infrastructure.

### 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. Following the signing of the Deal in December 2020. We are developing business cases for Angus-based projects and working with partners on projects which will benefit our area. 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. We will invest in creating a permanently staffed team to oversee delivery of the Angus elements of the Tay Cities Deal and work with partners across the region. We will work with partners and stakeholders to help deliver on the Regional Economic Action Plan, supporting key sectors, providing skills and creating jobs.

**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 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.

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

**Land and Property Estate** – We will implement the recommendations of our Land and Property Strategy and Action Plan as to the future investment needs of our commercial properties that we lease to businesses 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. We will also 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 and long-term leases to take control of property for the wider benefit of their community.

**Low Carbon Network** – We will invest in more electric vehicle charging points across Angus and promote active travel as a means of day-to-day journeys. 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. 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 implementing year 2 of a 3 year **£652,000** programme to increase the number of apprenticeships in Angus Council across a range of services. By doing this we aim to help more young people in Angus to develop their skills and build successful careers in 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. We will seek to align our resources to ensure a cohesive approach across council services which draws upon the skills of our partner organisations and local employers. The Angus Employability Partnership will lead this work.

**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 is 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 at the Zero 4 site in Montrose. 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.

**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 these aspects in our procurement 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 and the targets we have set each year. The measures and targets are as follows:

Measure	Target
The percentage of people employed in Angus (Employment rate as a percentage of people in employment in Angus)	78%
Wage levels of those people living in Angus and those commuting into the area (Median gross weekly earnings for full-time employees)	£518.30/week (Workplace based) £550/week (Residence based)
The productivity of the workforce (Gross Value Added per head of population for region)	£27,391
The percentage of new businesses that survive beyond three years	66%
The economic impact of tourism in Angus	No target in 2021/22 due to impact of COVID-19 on sector
New businesses coming into the area (Employment and take-up during the reporting year in hectares)	0.5
Percentage of premises able to access broadband speeds of at least 24 megabits per second	100%
The percentage of Angus Council's procurement spend with local small and medium-sized companies (SMEs)	44.36%

## 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 encourage 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.

Continue to respond to Scottish Government and public health guidance to ensure that our early learning and school environments are safe and conducive to high quality learning and teaching.

Enhance our senior phase (S4-6) offer leading to varied pathways which support and challenge all of our young people.

Increase the achievement and attainment of our children and 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 delivered on the commitment to offer 1,140 hours of Early Learning and Childcare (ELC) to all three and four year olds, eligible two-year olds and to those children accessing an additional year of funded ELC.

New early learning and childcare centres in Carnoustie and Forfar opened in 2020-2021. Additional capital investment is also significantly improving and expanding provision in other areas. We continue to work with partners to ensure that children who need additional services are identified and helped as soon as possible.

**Primary and Secondary Education** – Throughout session 2020-2021 we have developed new ways of working within school as part of our response to covid-19. During the period of school closure, we quickly adapted to delivering remote learning. The second period of school closure for the majority of children and young people has seen our staff and learners continue to develop their digital literacy skills as well as developing innovative ways to deliver learning remotely. In the region of 1900 Chromebooks, iPads and internet data connections have been provided to children and young people to facilitate access to online learning. We continue to provide support to ensure that all can access the curriculum.

As part of the response to Covid-19, the Scottish Government has provided funding to support families who would usually be eligible for a free school meal. A direct payment system has been established to make payments during pandemic-related closures and holiday periods.

Our priorities for this session are listed under our three themes - Angus Cares, Angus Learns and Angus Improves, as detailed in the Annual Education Plan.



**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. Angus Council has secured Scottish Government funding support to enable the construction of a replacement high school for Monifieth. The Council will make a **£50 million** capital investment to deliver this project. The new school will welcome young people and staff from August 2025. We will be engaging with the local community as we define the requirements for the new school. In Montrose we will continue to explore opportunities to establish a 'learning town, creatively making use of our existing learning estate and other community buildings. 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** – Our series of #everythingislearning events 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 was postponed due to COVID-19 restrictions.

Our rapid move to the simultaneous delivery of in-school and remote learning has, in some ways, overtaken the purpose of our 'what next?' event. We will create self-evaluation activity designed to assess the quality of our remote learning offer and the opportunities and challenges this may provide for our vision of the curriculum over the next decade.

**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** – access to meals or food vouchers over the school holiday periods for children who would normally receive free school meals will be extended in 2021/2022. The remainder of the initial investment of **£180,000** for 2020/2021 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** – Children, Families and Justice Services took 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 working with perpetrators to try to change their abusive behaviours for the future. Funding from the Scottish Government Attainment Challenge Fund for looked after children is being used to test an Inclusion Support Service to overcome barriers to participation and learning for children who are either in care or at risk of coming into care. Advocacy is now available for children and young people age 5 upwards for both in Children's Hearings and Child's Planning Meetings and we are embedding our inclusive advocacy model throughout this year. A family support framework is in place and families can access support from newly commissioned services including Sustain from Aberlour. This approach will support families to remain together. Children with disabilities have been adversely affected by the pandemic and we are exploring ways to enhance support and services to this group of children.

**Mental Health & Wellbeing** – Angus Mental Health and Wellbeing 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 has been developed by one of the working groups of the Tayside Collaborative. The strategy focuses on early intervention within universal services, as well as promoting pathways to appropriate support from specialist services. Enhanced support services are being planning for young people age 5-26 through the development of the Mental Health and Wellbeing Programme and we are working to extend current services and bring in new services to ensure early help and support for mental health and wellbeing. In addition to support from schools and Angus Educational Psychology

Service, recently established Counselling in school services also provides support for the emotional health and wellbeing of young people. Access to a digital mental health and wellbeing service 'Togetherall' also provides safe, anonymous, online support for 16 to 24 year olds in Angus and across Tayside.

**Corporate Parenting** – Angus will deliver 'our promise' to children and young people who are looked after and those with care experience through the Corporate Parenting plan. Continued work will take place to raise the profile of corporate parenting responsibilities.

**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. The actions for year 3 of the CLD plan (October 2020-September 2021) have been reviewed.

## 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 and targets each year:

Measure	Target
Percentage of school leavers achieving level 4 and 5 literacy and numeracy	Data for 2020 and 2021 should not be directly compared to those in previous or future years and cannot be used to directly demonstrate improvement compared with previous years. Based on the three years to 2019 targets for 2022 are: Target - Level 4 – 0.5% points above VC Target - Level 5 – 1% point above VC
Percentage of school leavers entering a positive destination (a job, college or apprenticeship)	This national measure, whilst possibly effected by the availability of employment etc due to covid-19, is based on accurate information. Target - 1% higher than VC

Measure	Target
Comparison of Angus school leavers performance against similar groups of children in other authorities: (Improving Attainment for All; The Lowest 20% attainment group, Middle 60% attainment group, Highest 20% attainment group vs. their Virtual Comparator)	Data for 2020 and 2021 should not be directly compared to those in previous or future years and cannot be used to directly demonstrate improvement compared with previous years. Based on the three years to 2019 targets for 2022 are: Lowest 20% - 2% lower than VC Middle 60% - in line with VC Highest 20% - 1% lower than VC
Percentage of looked after children cared for in a family setting	90.95%
Percentage of looked after children cared for in Angus	85%
Number of children on the child protection register	40
Percentage of children living in poverty	20%
Percentage of 3 and 4 year old children accessing funded early learning and childcare	95% of total number of 3 and 4 year olds in Angus (population figures taken from NRS mid-year population estimates)
Percentage of eligible 2 year old children accessing funded early learning and childcare. In Angus the eligible 2 year old population is predicted to be 21% of total 2 year old population	60% of eligible 2 year old population (population figures taken from NRS mid-year population estimates)
Rates of reconviction	20%
Percentage of anti-social behavior complaints resolved	100%

## Priority 3: Place

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

### We will

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

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.

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 will continue to focus on improving our waste services and aim to retain our position in the top five councils in Scotland for household recycling. The total household recycling rate for 2019 was 59.1 percent, which compares favourably with the Scotland-wide rate of 44.9 percent.

**Carbon Reduction and Climate Change** - 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 gives us more detailed interim targets and actions to address this important issue. We are completing our programme of street lighting conversions for LEDs and we will continue our programme of other carbon reduction initiatives including 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. We are supporting the shift to active travel that has emerged from the pandemic which can assist long term in reducing the impact of climate change.

**Active Travel, Roads and Transportation** - Roads and transportation are an essential part of our daily lives and we will maintain these services as best we can with our available budget, taking a risk-based approach. 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 the new road safety framework to 2020. There has been a significant increase in walking and cycling during the pandemic and the decline in car usage resulted in reduced pollution and improved air quality. 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 challenged but also for health and wellbeing as well as tourism. We will look to encourage longer term modal shift post pandemic and have introduced temporary speed limits reduced to 20mph in many of our settlements. We will continue our programme of Cycling Walking and Safer Routes supported by Scottish Government funding and will continue to develop the Arbroath A Place for Everyone project. We are also undertaking trials on School Exclusion Zones at three locations.



**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 started the construction phase, and this will be completed in 2022. 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, the dropping of the beach levels and the risks coastal flooding present 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 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 build on the lessons and experience of COVID-19 response and continue 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 was 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. The renewal of the strategy in 2020 was delayed by COVID-19. This will now be completed in 2021 working across all council services and with the Community Planning Partnership members, including Police Scotland.

## 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 and targets each year. The measures and targets are as follows:

Measure	Target
Percentage of household waste that goes to recycling	60%
Percentage of adults stating their neighbourhood is a good place to live	95%
Percentage of households experiencing fuel poverty	15%
How clean are our streets (LEAMS Street cleanliness score)	93%
Number of homeless applications	565
Percentage of council tenancies sustained for 12 months	91.5%
Maintenance of our roads (Percentage of A, B, C class roads that are considered for maintenance)	33%
Number of affordable homes delivered	120

## Priority 4: 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

**Community Engagement/Digital Service/Customer Service Satisfaction** – 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.

**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 roads maintenance, 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 and the workforce is now 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 and Workforce Plan outcomes. In further support of employees, and the council's ambition for Angus to be a great place to live, work and visit, and further proposals have been

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

**COVID-19 responses** – We will continue to invest in meeting the increased costs in adapting services such as home to school transport, cleaning and providing PPE in schools, additional costs to provide transportation for key workers in services to reduce the number of staff in vehicles such as waste operations cabs as required. We are also investing in recruiting more teachers to meet the growing trend of young people staying on into 5th and 6th year possibly as a result of the pandemic.

## 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 and targets each year. The measures and targets are as follows:

Measure	Target
Equalities and diversity – our gender pay gap as a percentage of the workforce	0%
Reducing the number of council buildings (Percentage reduction in the number of council buildings)	60%
Access to our website (Readability figures for website)	100%
Number of ACCESSLine calls reduced and/or diverted to alternative channels – social media etc.	3,700
Social media engagement rates with Angus Council	5,000,000
Health and safety – number of reported accidents/incidents	1
Access to digital services via Digital Certainty Index	100%
Number of fraud investigations and levels recovered in £'s	560 investigations £195,000
Percentage of our Change Programme savings targets we have achieved	100%

This is our Council Plan, refreshed for 2021/22. We will be reporting on our progress against this plan in October 2021 and we will bring a further refreshed plan forward in March 2022

