

ANGUS COUNCIL PLAN

2022-2025

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, outlines work planned for the coming year while acknowledging reducing budgets coupled with an increasing demand for services. 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 businesses**
- 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.

In this refreshed plan we outline our work on the Strategy on a Page which focuses on the themes of Raise – Create – Reduce – Eliminate. This ensures that advice and resources are directed on what will make the greatest impact to local people. For example, eliminating child poverty.

This coming year also sees Angus participating in our Best Value Audit with Audit Scotland evaluating what we do. The outcome of the audit will provide us with the opportunity to review and improve areas of service identified independently as requiring attention.

In November 2021 we published our Council Plan Annual Performance Report which highlighted the range of work underway and our success in meeting the targets we have set ourselves through self-evaluation.

The 2022 – 2024 plan focuses on stability and recovery as a result of the pandemic. It is also considerate of our local government election and potential changes to our council. It takes cognisance of our commitment to supporting the Climate Change agenda, ensuring we meet national and international expectations. We will contribute to the global “green reset”, through our aim to minimise the environmental impact of our actions and with the Sustainable Energy Climate Action Plan (SECAP) now approved, we will use the Tay Cities 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 as well as the ways we are improving service delivery) and our Workforce Plan. Progress on these will be reported in September 2022 through the annual performance report.

Margo Williamson Chief Executive, Angus Council
Clr David Fairweather, Leader Angus Council

Angus is a great place to live, work and visit

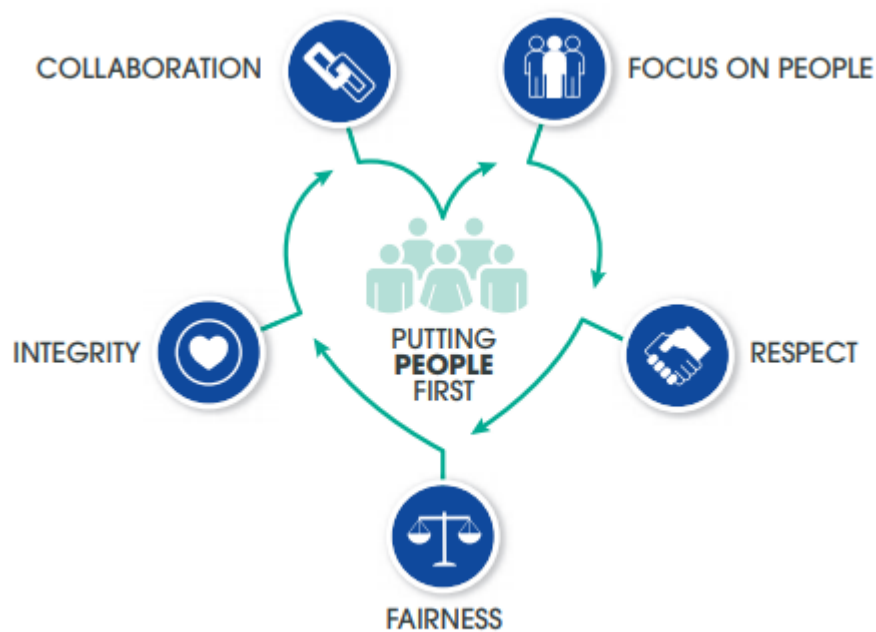
Our values

Our organisation's values are important as they give a picture of how we undertake our work. Our values were identified through a variety of workshops, focused sessions and surveys with our staff. This helped us understand the behaviours and attitudes necessary to deliver on our aspirations for and with the people of Angus.

Our activities identified 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.

These were consolidated into these values:



[Image shows our Values graphic: Collaboration, Focus on People, Respect, Fairness and Integrity]

The focus has now moved to embedding these values across the organisation in everything we do. Over the past year, our performance review process has been revised to be values focused. Our staff recognition event also now recognises those individuals and teams that consistently live the values through their work. Over the coming year further work is planned to ensure our values are a key component of our recruitment process, induction and learning and development programmes.

Governance



On 5th October 2021 the Deputy First Minister John Swinney launched the Covid Recovery Strategy for a Fairer Future at the Scottish Parliament. Alongside the Scottish Government's [Purpose](#), this sets the scene for the coming years and how we as a nation intend to support people, businesses and our communities into recovery. This strategy outlines how the pandemic has highlighted the inequalities in our society – those who could work from home, and those who could not; those who for whom Covid was a mild illness, and those for whom it was life changing, or life ending.

The Covid Recovery Strategy for a Fairer Future has a laser focus on addressing those inequalities. Central to this strategy is a determination to build on the spirit of cooperation, urgency and flexibility that characterised the response to the pandemic. If our people are secure, if they have firm foundations, then our communities, businesses and society will be more resilient and will flourish.



Our Vision

By working together, we will:

1.

Address the systemic inequalities made worse by Covid

2.

Make progress towards a wellbeing economy

3.

Accelerate inclusive person-centred public services

Our Angus Council priorities align with the aspirations of the Covid Recovery Strategy and 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



* How Good Is Our Council

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

COVID Response

The coronavirus pandemic has dramatically effected every area of life in Angus and Scotland as a whole. Our communities came together to fight the pandemic. The virus and the public health measures necessary to suppress it had, and continue to have, a substantial, wide ranging impact on our lives, our businesses and our public services.

Throughout the pandemic we have sought to alleviate the overall harm caused by the virus – to our health, to our economy and to a broader society. The success of the vaccination programme in reducing much, but by no means all, of the serious harm associated with the virus has enabled Scottish Government to lift most restrictions in January 2022 with a reduced risk of the NHS being overwhelmed as a result of COVID-19.

Though life is by no means 'back to normal' and important public health measures remain in place, it is hoped that this lifting of restrictions will now provide the platform for recovery. Despite progress, we know that the impacts of COVID-19 continue to be felt acutely by many individuals, businesses and other organisations across the area – and on our high streets and in our hospitals and especially by all those who have lost loved ones and continue to suffer themselves as a result of COVID-19. We are aware that the situation may change again as we need to learn to live with the virus in the longer term.

It is clear that the impact of the pandemic has not been felt evenly. It has both highlighted the inequalities in our society and made them worse. Those who were already the most disadvantaged have suffered disproportionately. They have been more likely to get seriously ill, more likely to be hospitalised, and sadly more likely to die from COVID-19. They have also been the hardest hit socially, educationally and economically, by the restrictions that were brought in to control the spread of the virus.

Figure 2: What sort of recovery people want to see



[Insert of Scottish Government diagram 2 stating they want a recovery that: Achieves Financial security for all, supports health and wellbeing, empowers communities and places, addresses the harm caused by the pandemic, is ambitious and transformational, recognises the value of time and of social connections, starts from the individual, involves people in decision making, is evidence driven and supports economic development]

We will through continued partnership and collaborative working support our communities and ensure that we create an environment where people can recover and thrive. The Strategy on a Page sets the vision and direction for this, ensuring that resources are put where they will make the greatest impact and empowering partners where they can deliver more effectively.

Our Purpose – Strategy on a Page

Eliminate – 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 - 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 - 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 continue to provide opportunities for people to engage.

Wellbeing

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

Create – Equity

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

Stronger Partnerships

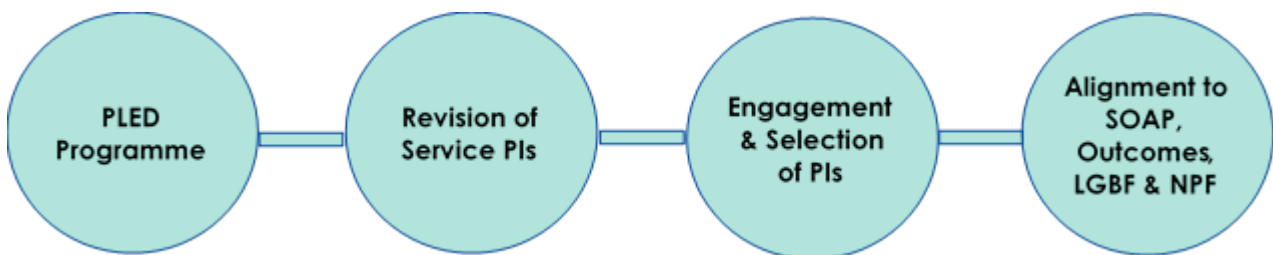
Create stronger partnerships through collaboration in the planning and delivery of services which benefit the people of Angus. This will include enabling and empowering community leadership.

Inclusive Culture

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

Measuring Performance

Angus Council is a performance led authority with a focus on continuous improvement. In order to better monitor and review the effectiveness of our work, we have developed new indicators and targets. These were co-produced with teams delivering services as part of our Performance-Led Council Programme, which recognises that teams best understand which data truly shows the impact of the work that they do. Teams also consider the Local Government Benchmarking Framework (LGBF) to measure, where possible, our performance with other local government authorities, particularly in those similar authority groupings. In addition, many services produce their own data to inform their practice, which had not previously been reported. These were then refined and aligned to the Strategy on a Page, Outcomes, National Performance Framework (NPF) and the Local Government Benchmarking Framework (LGBF).



These refined indicators are presented for each of our council priorities below. These will be measured and reported on in our performance report. However, they will also be regularly reported and scrutinised by the council to ensure effective assessment of progress against targets.

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 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 was signed on 17 December 2020 and at the time was projected to bring in £350 million of additional resources to the Tay Cities Region. The Deal aims to create 6,000 jobs and bring a further £400 million into the region. One year plus on, projects and programmes funded through the Tay Cities Region Deal are already delivering growth and driving investment into the area.

All the programmes in the Tay Cities Deal will benefit the whole of Tayside. With more than £30m already drawn down by the first partners to enter the delivery phase there has been swift progress made across several projects, with many already entering construction, opening to the public, or announcing new jobs for the region.

A total of 10 of the 26 named projects and programmes have been fully approved over the last 12 months, with many more to come in 2022 and beyond as the diverse range of work linked to the Deal continues to gather pace.

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. For example, In May 2021, the public got a first look at the new look Hospitalfield House gardens, fernery and glasshouse café in Arbroath, and a month later two projects that will bring high-speed broadband to rural areas in both Angus and Perth & Kinross local authority areas were fully approved.

The creation of a Tay Cities team will now 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 Strategy 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.

As part of the investments within the Mercury Programme we will create the Angus Rural Mobility Hub (£5.9m) just outside one of our main towns of Brechin next to the A90 to help the

strategic transport network decarbonise, support job creation in the low-carbon economy within Angus and also the wider Tay Cities Region.

We will invest £15m of the Angus Fund over the next 5 years in to the Agri Tech project a Centre for Agricultural Sustainable Innovation (CASI), working with partners to drive forward the development of four separate agricultural technology enterprises focusing on innovation, crop quality, precision farming and the development of a neutral spirit still. This collaboration between businesses in the agriculture industry will promote farm-based sustainable innovation, supporting an inclusive and green economy.

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 **£2.0m** over above the **£3.1m** allocated in the Council Plan in infrastructure to open the new Zero Four Business Park in Montrose which will be matched by £1.25m from the Tay Cities Deal Industrial Investment Programme Side Deal. Following the signing of the Minute of Understanding with Crown Estate Scotland who own the site, we will help to create a low carbon, clean growth park, which will use green technologies and eco-friendly methods of construction.
- create Scotland's first drone port at the Zero Four site by investing £1.15m of the Angus Fund for safe and easily accessible airspace and supporting facilities, for both drone trials and commercial drone operations to take place.

Land and Property Estate – We will continue the implementation of our Land and Property Strategy Action Plan, including disposal of identified surplus properties as well as continuation of our maintenance programme of key properties.

We will collaborate with private/public sector landowners in Brechin and Montrose to create deliverable commercial accommodation provision not available elsewhere in Angus.

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 have adapted to working from home as we recover from the COVID-19 pandemic. 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 while being more efficient and effective as an organisation. 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. In response to the evolving

climate emergency, Angus Council launched its Sustainable Energy and Climate Action Plan (SECAP) in November 2021 as part of the COP 26 events. The purpose of the SECAP is to deliver on the council's commitment to sustainable development, environmental management and the transition to a low carbon economy. The SECAP provides a roadmap demonstrating how Angus can reduce its carbon emissions and increase the resilience of the region, whilst at the same time positioning Angus to capitalise on the significant economic opportunities offered by a low carbon economy.

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 supporting the creation of more opportunities for Angus residents through funded opportunities including offering Employer Recruitment Incentives (ERI) to local businesses. ERI Grants pay up to 50% of the annual wage assisting local businesses cover wages or training. We are also looking to increase our offer of Modern Apprentice Support across Angus to local businesses with an added-on Employer Recruitment Incentive. We are currently in phase 2 of the Angus Council Modern Apprentice Pilot and will be looking at phase 3 starting in August 2023. We will work with partners locally and regionally to develop skills programmes to help people train or re-train where needed and support those affected by the pandemic. We will work with partners to promote more equitable approaches to recruitment that remove 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 newly formed Angus Local Employability Partnership will work strategically and collaboratively to support employability within Angus and to target resources to transition residents into sustained employment.

LFFN (Local Full Fibre Network) - Angus Council through funding from Tay Cities Deal (£0.5m) and the Department of Culture, Media and Sport (£0.707m) have used the LFFN programme to provide 30.6km of ultrafast fibre connectivity (speeds of up to 1Gbps) within Angus, connecting 52 Council Buildings & Schools to reliable and fast internet connectivity. The project which was awarded to BT allowed Openreach to upgrade the infrastructure (within the area of these council buildings & Schools) using their Full Fibre Infrastructure Build (FFIB) model. By connecting the council buildings and schools, Angus Council committed to be the anchor tenant to allow the project to proceed. The fibre infrastructure benefits not just the council but also local residences and businesses.

Rural Broadband - Through funding from Tay Cities Deal (£0.5m) and in association with SmartRural (Farmers' Co-Operative) work has started on installing a core wireless infrastructure in rural locations (installed on farm buildings) that can be used by Wireless Internet Service Providers (WISPs) to connect rural premises to fast and reliable internet connectivity. SmartRural will use the infrastructure to roll out IOT (Internet of Things) devices to the farming community to enable "Smart Farming", technology that will allow for example, farming automation, remote monitoring of Livestock / environment / physical assets / soil / water. Allowing for more data driven decision making.

Offshore Wind Sector - We will make Angus attractive to offshore wind industry by developing the infrastructure to support the delivery of regional offshore wind projects either during construction or operational and maintenance phase through existing local supply chain and attract inward investments. We will maximise the opportunities to local businesses of current and future regional offshore wind projects including Seagreen, *Near na Gaoithe, Inch Cape, Berwick Bank, and Scotwind by working with partners in the Forth & Tay Offshore Cluster. Our aim from this partnership is to support the development of a sustainable Cluster; - encourage and support sustainable, cost effective and innovative offshore energy supply chain businesses; stimulate economic growth and job creation from the local and international offshore energy sector; support Scotland's ambitions for offshore energy

deployment; put the Cluster on the energy global map; and enhance academic and innovation growth in offshore wind industry.

[*Neart na Gaoithe means 'strength of the wind']

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 targets¹ are as follows:

Measure	16/17	17/18	18/19	19/20	20/21	Target (22/23)
Participation rate for 16-19 year olds (%)	91.6%	91.9%	90.8%	91.4%	91.13%	93%
Employment rate as a percentage of all people in Angus	76.90%	75.70%	76.28%	77.10%	72.30%	78%
The average time (weeks) to deal with local planning applications determined during the year	7.8	6.5	6.7	6.7	6.4	9
Percentage of premises able to access broadband speeds of at least 24 megabits per second	81.20%	86%	88.10%	89%	92%	96%
% of Working Age Population claiming benefits	3.8%	4.2%	5%	4.1%	7.3%	4%

¹ Note that for the development of targets comparator data from other authorities was used to identify stretch targets as a guide. Measurement and comparison to these will be presented in the annual performance report.

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 Scotland 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:

Education and Lifelong Learning - The increased entitlement of 1140 hours was implemented in full in August 2020 as planned, a year ahead of the national implementation date. The plan is to now implement the hours for all which will be delivered by the two new Early Learning and Childcare Centres completed in Forfar and Carnoustie along with an extensive programme of school extensions and alterations. The Early Learning Childcare Centres were opened in January and February 2021. This completed the delivery of a £14.5m programme.

The final grant project, which is the construction of a new build nursery in Letham, has now received planning permission and is expected to be completed and opened early in 2022.

Throughout session 2020-2021 we have developed new ways of working within settings as part of our response to COVID-19. All of our settings continue to respond and adapt as updated Scottish Government guidance is made available. We continue to provide support to ensure that all can access the curriculum, even when learning at home. Priorities for this session include the development of a 2-18 tracking and monitoring and data analysis tool; a focus on literacy and numeracy in first level; a review of the quality of care and learning in the early years; a review of how we support children and young people with additional support needs and the start of a curriculum review.

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](#).

Welfare Rights Team/NHS Tayside Collaboration partnership working has been running throughout 2020/21 with referral pathways developed between Midwifery services and the Welfare Rights team. All pregnant women presenting at midwifery appointments are now offered a referral to Welfare Rights to ensure entitlements are maximised and any debt advice given. This has recently been widened to develop referral pathways between health visitors and the Welfare Rights Team. During 2022 we will continue to build on these pathways with NHS Tayside and develop further relationships with other services such as the Glen Clova

project. We will continue to work with pregnant women and families to alleviate poverty and improve financial wellbeing.

Child Poverty – The Child Poverty Local Action Report is now into its fourth year of publication and is a joint responsibility between Angus Council and NHS Tayside. These reports are underpinned with the views and data from local communities, which is something we aim to increase for the future. To ensure the views of local people are further embedded in this work there will be a service design programme delivered to identify key areas of work and develop actions to ensure our resources are making the greatest impact on people experiencing poverty.

Maximise Angus is a collaboration between the Welfare Rights Team and Education and Lifelong Learning which will run for 2 years from early 2022. This is a test of change project with the aim of embedding Financial Wellbeing/Welfare Rights staff into the school setting. This project will focus on improving uptake of entitlements, providing debt advice and helping families in immediate financial crisis. We will provide support to families to alleviate poverty and break down barriers to accessing advice services. We will take a holistic approach to improving wellbeing by working with families and a variety of stakeholders to develop referral pathways to wider services such as employability, Voluntary Action Angus (VAA) and other council services as appropriate to the individual needs of the family.

We will supply directly the **Recycles (Free Bikes pilot)** being led by Angus Cycle Hub, which aims to provide 1,000 bikes across Angus & Dundee to young people who cannot afford one. Since this initiative has been running 236 Angus bike packages have been distributed.

Supporting Families – We will continue our role out of Safe and Together through 2022 by training staff in the approach and assessing impact through case evaluation. Children and their mothers affected by domestic abuse will be able to access recovery support including Children Experiencing Domestic Abuse Recovery Programme that will be introduced in April 2022.

Families are in receipt of **family support** from both Sustain and our own Enhance Service and both services work closely to ensure the families in greatest need of support are targeted. Strathmore Avenue Respite Centre has temporarily extended its operating hours to ensure children can access respite safely within COVID-19 restrictions. An outreach team has also been established to offer additional support to children with disabilities which offers one to one support and group work programmes.

Mental Health & Wellbeing - the Children and Young People's Mental Health and Wellbeing Programme will be delivered through 2022 with the continuation of newly introduced Peer Support Workers and new services for children experiencing anxiety and trauma.

Corporate Parenting – The five Angus Promises were launched in September 2021 and we will work on each workstream through the year with a focus on promoting 'voice' and 'family and relationships. Enhancing connections between brothers and sisters is a key priority for 2022.

Supporting Community Learning and Development - The Vibrant Communities Team delivers community learning and development (CLD) activity and this plays a central role in ensuring individuals, families and communities reach their potential through lifelong learning, mutual self-help, community organisation and community action. Through delivery of thematic areas of work – Adult Learning; Community Development; Youth Work - and co-ordinated partnership working, our aim is that communities will be stronger and have robust community

organisations, that local people are empowered to make positive, informed choices and contributions to civic society and that the planning and delivery of CLD in Angus is effective and maximises the impact of available resources. The Angus Community Learning and Development (CLD) Plan is delivered through a range of activities alongside our Community Planning partner. The 2021-2024 Plan was approved in October 2021 setting out our shared CLD priorities, actions and measures.

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 targets¹ each year:

Measure	16/17	17/18	18/19	19/20	20/21	Target (22/23)
School attendance rates (% all pupils)	NA	NA	93.4%	92.5%	94.1%	95%
School exclusion rates (incidents per 1,000 pupils)	NA	NA	26.61	8.6	11.2	10
% of P1, P4 and P7 pupils achieving expected Curriculum for Excellence Levels for Literacy	NA	NA	75.81%	NA	72.2%	74%
% of P1, P4 and P7 pupils achieving expected Curriculum for Excellence Levels for Numeracy	NA	NA	81.17%	NA	78.4%	80%
% School Leaver Achieving Level 4 in Literacy & Numeracy	90.17%	87.65%	89.0%	89.1%	89.1%	90%
% School Leaver Achieving Level 5 in Literacy & Numeracy	71.63%	67.27%	65%	65.3%	67.7%	70%
% of 3-4 year old children accessing funded Early Learning and Childcare	NA	NA	NA	105.84%	86.65%	90%
% of child protection re-registrations within 18 months	2.38%	3.9%	5.1%	1.85%	NA	1.11%
% of Looked After Children in a Family Based Placement	NA	NA	91%	90%	91.4%	92.4%
Percentage of households in fuel poverty	NA	33%	20%	22%	22%	16.5%
Percentage of children living in poverty (After Housing Costs)	23.60%	24.10%	23.30%	24%	NA	20%
Percentage of anti-social behaviour orders resolved	NA	NA	98.00%	98.00%	90.00%	100%

NA – data not available or not recorded at that time

¹ Note that for the development of targets comparator data from other authorities was used to identify stretch targets as a guide. Measurement and comparison to these will be presented in the annual performance report.

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 - In recent years, we have consistently been one of the top performing councils in Scotland for household recycling and the latest published figures for 2020 showed Angus were the top performing local authority in Scotland. Of the 52,166 tonnes of household waste generated during 2020 in Angus, 30,226 tonnes were recycled, a massive 57.9%.

We will consider further options and opportunities for increasing the amount we recycle in Angus and will continue to engage with communities and communicate key messages regarding recycling.

Carbon Reduction and Climate Change – Through our increased resource for corporate climate change activity we will work with services across the Council to self-evaluate their approach and progress adaptation and greenhouse gas reduction measures. We will work to ensure that climate change forms a central element of council decision making and will implement existing and new actions included in the Sustainable Energy and Climate Action Plan and other climate and biodiversity focused strategies and plans. Developing wider community and stakeholder engagement and action remains a priority through initiatives including the setting up of the community climate forum and continued local and regional partnership work.

We will stop installing carbon-based heating systems in our new-build council housing in 2022 and continue our programme to improve the energy efficiency of our existing council homes, investing an average of £10 million annually to achieve zero carbon by 2045.

Active Travel, Roads and Transportation - We will implement the objectives and actions from our Active Travel Strategy and Action Plan approved by committee in February 2020 and deliver our pipeline of active travel projects. We will develop our actions in Angus and with partners as part of the Regional Electric Vehicle Strategy published by Tactran.

Montrose 5G Project

This is a game changer for the Port and Zero Four site principally but will extend to community accessibility. This is the first town in Scotland to benefit from 5G. The data around water levels at the port, energy use are potential benefits, but also use of virtual reality conversations about repairs offshore from land are the types of benefits this can bring.

Flood Risk Management – We will publish the final report on the delivery of actions from 2016-22 Cycle 1 Local Flood Risk Management Plans and publish new Local Flood Risk Management Plans for Cycle 2 from 2022-28, which will include Adaptation Plans for Angus.

Coastal Management - We will publish new Local Flood Risk Management Plans for Cycle 2 from 2022-28, which will include Adaptation Plans for Angus, including Montrose.

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 timelier and more targeted. COVID-19 accelerated the need to work in a new way with people and communities in a much more coordinated and open way. Through the development of a Place Framework, we will improve our engagement with communities, increasing efficiency in public consultation and ensuring we have a better understanding of our communities' needs and aspirations. We will work with them to build capacity and support new ways of delivering services and allowing communities to have greater say in matters that affect them most.

Community Empowerment Scotland Act 2015 - The delivery of our Participatory Budgeting process was delayed due to COVID-19, with £200,000 of the 2019/20 budget being distributed successfully in 2021 to 60 groups. We are now changing our approach to Participatory Budgeting, moving from small grant activity to the statutory 1% mainstream programme, which we will develop and deliver in 2022. We will work to ensure that the principles set out in National Planning Framework 4 are central to council activity. We will progress our Evidence Report for the Local Development Plan in line with the introduction of secondary legislation.

Delivery of High-Quality Housing – We will continue to deliver high-quality housing through our Housing Revenue Account (HRA) Capital Programme to provide a variety of homes that our citizens need, and that will help our economy to grow. We will invest **£81 million** in the council's housing stock over the next five years, building well designed new homes, and improving our existing homes to make them 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.

The Anti-Social Behaviour (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. A new Anti-social Behaviour Strategy, produced and agreed with Community Planning Partners including Police Scotland, was submitted to Communities Committee for approval in January 2022. We will now work with partners to implement the strategy.

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 targets¹ each year. The measures and targets are as follows:

Measures	16/17	17/18	18/19	19/20	20/21	Target (22/23)
Percentage of total waste arising that is recycled	56.71%	55.21%	54.70%	59.11%	57.90%	60.1%
CO2 emissions for Angus Council (tCO ₂ e)	29,854	28,725	19,298	18,291	16,457	14,450
CO2 emissions area wide per capita	NA	NA	5.57	NA	NA	3.97
How clean are our streets [Local Environmental Audit and Management System (LEAMS) Street cleanliness score]	94.38	91.11	92.9	92.05	95.2	97.25
Percentage of A class roads that are considered for maintenance	21.61%	23.99%	26.53%	28.64%	26.30%	24%
Percentage of B class roads that are considered for maintenance	33.31%	35.87%	37.43%	37.91%	37.30%	35%
Percentage of C class roads that are considered for maintenance	27.70%	30.19%	31.52%	30.10%	27.90%	25%
% of housing stock meeting the Scottish Housing Quality Standard	93.38%	93.17%	93.87%	93.85%	94.24%	96.92%
% of council dwellings that are energy efficient	69.73%	70.61%	73.14%	74.69%	NA	89.34%
% of buildings from which the council delivers services that are suitable for, and accessible to disabled people	93.90%	93.51%	92.86%	92.86%	92.95%	96.48%

¹ Note that for the development of targets comparator data from other authorities was used to identify stretch targets as a guide. Measurement and comparison to these will be presented in the annual performance report.

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:

Change Programme - As part of the wider plan to integrate planned activity and efficiencies, the council's change programme is now focused on the delivery of savings related projects. These development areas are identified for the next phase and are shown at Appendix 1. The enablers and investment projects will now align with the new baseline of the Council Plan and the Strategy on a Page. This work will continue and will incorporate the output from the Business Insights work as shown below to align policy with the resources we have both financial and people, at service level.

Business Insights - Developing and improving our quality of business intelligence or 'Business Insights' in service areas across the council is key to identifying and underpinning potential opportunities for transformation. Commencing in January 2022, this work will bring a consistent approach by producing a key facts pack for each service team to support our ability to make changes to the way we deliver our services. The supporting data will include -

- The relationship between spend and outcome
- The main drivers of cost
- Where it is feasible to deliver further savings from our existing budgets

This work should then shape areas where a Service Review is required.

Enterprising Angus – We will look at ways we can deliver services more effectively and efficiently through a variety of projects building on the work undertaken by the Business Insights Programme.

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.

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.

Community Planning 2022 – 2030 – Throughout 2022 the Community Plan will be reviewed and refreshed due to the new environment we are now working in. The Community Plan sets the strategic direction for Partnership working in Angus and will build on the relationships developed throughout the pandemic.

Strategic Commissioning – This developing function within the council continues to assist in monitoring, assessing and developing the delivery of services 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 which can make a direct contribution to meeting our council priorities and Community Plan outcomes.

Priorities for this year include working closely with our partners and respective council services throughout our recovery from the pandemic as each have been impacted to various degrees. Partnership working has proven essential during the height of the pandemic last year and our continued focus on this while building on it to identify future opportunities will be essential.

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 will continue to work closely with these partners to develop and encourage more efficient working practices.

- **ANGUSalive** - We will continue to closely support and work with ANGUSalive as they transform their service delivery to meet the needs of our communities following the pandemic. In collaboration with ANGUSalive and various partners we have commenced a Transformation Project which is focusing directly on themes such as Future Model of Service Delivery, Customer Services, Using Buildings Differently, Health and Wellbeing and Schools/Young People Opportunities. Through these workstreams an exciting project is about to commence between the council, ANGUSalive and Angus Health and Social Care Partnership to investigate and develop health and wellbeing offerings focused on preventative and rehab activities. This will potentially involve utilising their core offerings across leisure, cultural and library services or exploring new avenues to achieve this.
- **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, efficiencies and improvements to the current service delivery models.

Performance Led Council - We know success comes from knowing yourself and your business well and by being focused on achieving measured outcomes.

Closing off stages one & two of the Performance-Led Programme and transitioning to stages three and four. This will be delivered through the following improvements:

- Improved Performance reporting processes: which involves more scrutiny, robust & regular review of performance.
- Embedding of Power BI for enhanced corporate and service level data analysis.
- Big Data project: which is a whole council approach to improved data integration, governance and analysis.

Best Value Audit

All councils are under a statutory duty to achieve best value for people, communities and businesses, as set out in the Best Value (2003 Act) legislation. To ensure that this happens consistently, the Accounts Commission audit councils approximately every five years. Since 2016, aspects of Best Value have also been reviewed by Audit Scotland as part of the annual external audit plan.

Due to our ongoing focus on change and improvement since that time, we have changed significantly as an organisation since our last audit in 2016 and we want our audit to reflect the hard work and progress made across the council. It has been important that the council views this work as not just preparing for an audit, but to use the opportunity to explore and identify areas where we can improve further. It also provides the council with an excellent opportunity to fully embed our work towards being a performance led council. The Best Value Auditors are conducting their own research and initial findings shared in March/April 2022, with the final report issued in June 2022.

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 targets¹ each year. The measures and targets are as follows:

Measures	16/17	17/18	18/19	19/20	20/21	Target (22/23)
Gender pay gap as a percentage of the workforce	-0.40%	0.70%	-1.56%	-0.78%	-2.08%	0%
Percentage of income due from Council Tax received	97.89%	97.83%	97.56%	97.40%	96.89%	98%
Actual outturn as a percentage of budgeted expenditure	97.31%	96.46%	95.49%	95.28%	NA	99%
Gross rent arrears as percentage of all rent due for year	7.74%	7.66%	9.23%	8.88%	8.49%	7%
% of rent due lost through properties being empty	1.16%	0.76%	0.86%	2.32%	4.43%	2.5%
The average number of working days per employee lost through sickness absence for teachers	6.46	6.30	7.08	7.50	4.21	4
The average number of working days per employee lost through sickness absence for all other council staff	10.82	12.14	14.03	13.46	10.53	9.35
Percentage of our Change Programme savings targets we have achieved	NA	NA	93.54%	97.60%	94.95%	95%
Number of ACCESS Line enquiries	1,125	1,710	3,798	4,879	2,407	1500
Health & Safety Executive Reported Accidents/Incidents	NA	NA	571	319	188	88
Proportion of operational buildings that are suitable for current use	91.41%	91.03%	93.92%	93.75%	93.79%	95%

NA – data not available or not recorded at that time

¹ Note that for the development of targets comparator data from other authorities was used to identify stretch targets as a guide. Measurement and comparison to these will be presented in the annual performance report.

Appendix 1 - Transitioning from the Change Programme to the Council Plan

This table shows the Change Programme areas of work and how we categorise them, alongside the Council Plan Priorities.

Project Reference	Initiatives	Category
ECONOMY		
Digital Infrastructure		
EC-DI-002	Digital Infrastructure in Angus	Partnership/Collaboration
Tay City Deal		
EC-TCD-001	Rural Broadband Programme	Partnership/Collaboration
EC-TCD-002	The Mercury Programme	Partnership/Collaboration
EC-TCD-004	Industrial Fund	Partnership/Collaboration
EC-TCD-005	Tay Cities Engineering Partnership	Partnership/Collaboration
EC-TCD-006	Cultural and Tourism Programmes	Partnership/Collaboration
EC-TCD-007	Skills and Employability Programme	Partnership/Collaboration
Business and Economic Growth		
EC-BEG-001	Road Infrastructure	Partnership/Collaboration
EC-BEG-002	Rail Infrastructure	Partnership/Collaboration
Land and Property Estate		
EC-LPE-003	Offshore Wind Sector	Partnership/Collaboration
PEOPLE		
Supporting Families		
PE-SH-001	Glenclova Project	Demand Management
PE-SF-002	Holiday Food and Fun	Demand Management
Angus Schools for the Future		
PE-ASF-002	Replacement of Monifieth High School and Options for Mattocks & Liff Primary School	Investment
PE-ASF-003	Re-imagining Montrose	Investment
Supporting Young People		
PE-SYP-001	Development of 10 year Senior Phase Curriculum	Investment
PLACE		
Angus Housing		
PL-AH-001	Review Establishment of Arms Length Housing Organisation	Commercialisation
Carbon Reduction and Climate Change		
PL-CRCC	Flood Prevention Projects	Investment
BUSINESS		
Performance Led Council		
BU-PLC-001	Performance Led Council	Service Contraction
Workforce Change		
BU-WC-005	Implementation of Apprenticeship Scheme across council	Investment
Digital by Design		
BU-DD-002	Office 365 and Intranet Development	Service Contraction
BU-DD-004	Customer Services Strategy	Demand Management
BU-DD-005	Digital Business (including *PRPA etc)	Service Contraction
BU-DD-006	SAN Migration	Service Contraction
Business Efficiency Projects		
BU-BE-003	Social Work Client Index Upgrade Project (Eclipse)	Service Contraction
BU-BE-022	Customer Services Excellence Accreditation	

BU-BE-023	On-line School Payments and Cashless Catering	Service Contraction
BU-BE-024	Teacher and Non Teacher Supply	Service Contraction
BU-BE-025	On-line School Let Bookings and Payments	Service Contraction
BU-BE-026	Digitalisation of School Enrolment and Placing Request Process	Service Contraction
BU-BE-010	Business Efficiency Processes	Service Contraction

* Process Redesign, Process Automation