

Angus Council Plan 2023 – 2028

Delivering Services for People

Message from the Leader of Angus Council and the Chief Executive

The Angus Council Plan sets out the council's vision, priorities and overarching strategic policy framework for the next five years. This new plan comes at a time when local government in Scotland faces financial challenges on a scale never seen before.

The Council has already saved £78.1m from its core budget over the last 10 years and currently estimates that a further £70m over the next five-year period will have to be saved over the lifetime of this Council Plan, with around £52m of that over the next three years. This cannot be achieved by continually cutting services. Rather, the Council must find radical, wide-ranging, and innovative ways of tackling rising costs and reducing budgets, while supporting those most vulnerable in our community.

This Council Plan provides renewed focus and commitment to work even more closely and effectively with all partners, stakeholders, and communities, with the council being a catalyst, rather than the sole provider of some services. This will allow the council to protect and adequately resource the core services it is legally required to deliver. These include education, support and protection of vulnerable people, roads, and waste services alongside the important provision of housing, although these too face change.

Over the past 12 months the council has faced a wide range of additional challenges from the COVID pandemic, storms, floods and now the Cost-of-Living crisis. Recovery from these is best achieved when the affected community can exercise a high degree of self-determination and contribute to the process. Therefore, there are clear links in this council plan to the new Angus Community Plan which is the partnership response to local needs and outlines the approach and collaborative activity to support our economy, people and place.

By aligning our Community Plan and expanding community collaboration, it should be possible to drive forward the council's vision to make Angus a great place to live, work and visit.

Councillor Beth Whiteside
Leader of the Council

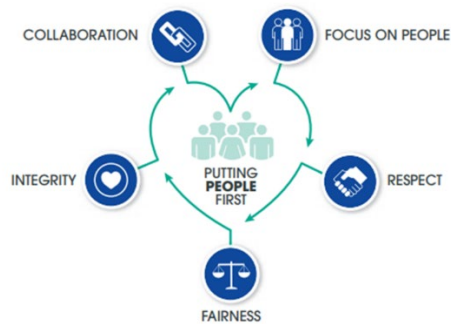
Margo Williamson
Chief Executive

Our Vision

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

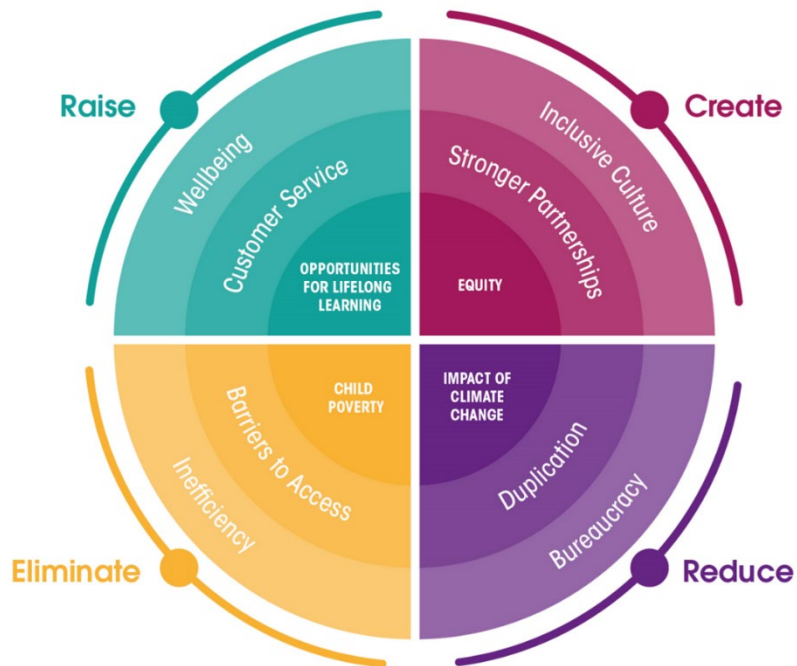
Our Values

The values we hold as an organisation are important to the way in which we work together and treat our staff. They also set out what the people who use our services can expect from the people who work in Angus Council.



How we are going to deliver our Plan

To deliver a Council Plan that covers a five-year period, a change in performance and planning is needed. This includes better strategic alignment of priorities from the top-level 'Strategy on a Page' outcomes shown below, through to how services are being delivered. The outcomes are shown at the centre of the wheel, with the detail about **how** we will deliver in the outer rings.



Stronger Partnerships

One of the key methods of **how** we intend to change over the next five years is to create stronger partnerships. A key partnership is the Community Planning Partnership for Angus, and it builds on the strength of partnership working to have a bigger impact on the delivery of its agreed priorities outlined below -

Angus Community Plan Priorities

Caring for our Economy

- Support Angus to achieve inclusive and sustainable economic growth, with a particular focus on the long-term potential of private and public investment opportunities in offshore renewable energy
- Encourage and invest in fair work opportunities for those that live, work and study in Angus
- Support entrepreneurship across Angus

Caring for our People

- Reduce inequalities in all our communities
- Provide the best start in life for children
- Create more opportunities for people to live well and achieve their personal goals
- Improve physical, mental health and wellbeing

Caring for our Place

- Protect and enhance our natural and built environment
- Enable inclusive, empowered, resilient and safe communities across Angus
- Make our local services accessible
- Improve connectivity in and around Angus

As a Council, we commit to these priorities and will help to deliver them. It is therefore important that our Council Plan is aligned to these priorities and provides more detail about **what** we as a Council will prioritise through our service delivery to help achieve these wider ambitions for Angus.

Local Democracy

We will also continue to encourage local democracy in our communities and particularly the work we do to support the network of Community Councils across Angus.

Community councils are the most local tier of statutory representation in Scotland. They bridge the gap between local authorities and communities and help to make public bodies aware of the opinions and needs of the communities they represent.

Angus Council Priorities

Caring for the Economy

We will:

- continue to support and deliver elements of the Tay Cities Deal
- support and deliver programmes that help people into work
- support businesses to grow and invest in Angus through our employment land and commercial property
- be more commercial in our approach to contracts and support growth of business locally whenever possible through a *community wealth building approach

*Community Wealth Building is a people centred approach to local economic development, which redirects wealth back into the local economy and places control and benefits into the hands of the people. <https://cles.org.uk/community-wealth-building/what-is-community-wealth-building/>

Caring for our People

We will:

- Maximise the uptake of universal supports available for families in Angus
- Support children, young people and adults to access appropriate opportunities which allow them to progress in their learning
- Protect those in our communities who are at risk of or have experienced significant harm
- When children cannot safely live at home, keep our children local in Angus providing for their education and family needs
- Deliver the Angus "Our Bright Futures Plan"
- work as a core partner of Angus Health and Social Care Partnership to meet the health and social care needs of adults

Caring for our Place

We will:

- take action to mitigate against climate change by delivering our Transition to Net Zero Action Plan: 2022 to 2030 and leading on the delivery of a Sustainable Energy Climate Action Plan (SECAP) for Angus to reduce area wide emissions
- reduce our energy use through a reduction in our property estate coupled with good management to reduce wasting energy
- produce a Local Development Plan for Angus
- ensure the provision of new houses in Angus
- ensure delivery of affordable housing via our [Strategic Housing Investment Plan \(SHIP\)](#)
- ensure that our housing estate is well maintained and invest in improvements
- deliver efficient waste services and encourage more recycling and cleaner streets
- maintain our roads, pavements, lighting, and other infrastructure efficiently and will focus on our priority routes and infrastructure
- support Angus Alive to transform its business to ensure a sustainable culture and leisure offer
- support Tayside Contracts to transform its business to ensure a sustainable service
- engage with communities to support their ambitions to deliver on local aspirations (e.g., community asset transfer requests, community gardens, food hubs)
- support the development of more active travel routes around Angus
- maximise funding opportunities and grants to the Third Sector and communities to support their ambitions to deliver services
- enhance and restore Angus Biodiversity, corporately and with a range of stakeholders

Angus Council is Efficient and Effective

We will:

- ensure our workforce is supported through organisational change
- modernise our workforce and retrain staff where appropriate
- continue to develop our approach to agile working
- continue to develop 24/7 digital services to improve access to our services
- continue to support face to face appointments wherever possible
- deliver our change programme

Performance & Monitoring

Last year, Audit Scotland undertook a Best Value Audit of Angus Council on behalf of the Accounts Commission. The Commission was impressed by the pace of improvement demonstrated by Angus Council since our previous reports in 2010 and 2016. This provides a strong foundation for our next stages of change.

Indicators of Progress have been developed in the section below which provide a range of performance indicators which are linked to each of the Council Plan priorities. They are intended to provide strategic oversight of progress by using measures which relate to each priority area. Targets are included for years 3 and 5.

Further performance information will also be regularly available in relation to the following:

- Local Government Benchmarking Framework
- Angus Community Plan Annual Report
- Angus Chief Social Work Officer Annual Report
- Angus Education and Lifelong Learning Plan
- Angus Health & Social Care Annual Performance Report
- Angus Alive Annual Performance Report
- Tayside Contracts Annual Performance Report
- Angus Joint Child Poverty Local Action Plan - Our Bright Futures Report
- Angus Promise Plan 2021-24
- Angus Child Protection Annual Report
- Angus Adult Protection Annual Report

- Angus Community Justice Outcomes Improvement Plan
- Tayside Regional Improvement Collaborative Annual Report
- Community Learning and Development Plan
- Annual Planning Performance Framework
- Building Standards Annual Performance Report
- Angus Council Procurement Report
- Social Housing Charter Performance Report
- [Strategic Housing Investment Plan](#) (SHIP)

There are some areas of overlap in the Indicators of Progress tables with the measures used in the above noted reports/ plans. This is to ensure the most relevant measures are being highlighted in relation to the reporting of progress with the Council Plan priorities.

We will monitor and report our performance against our objectives through the Scrutiny & Audit Committee and in our Angus Council Annual Performance Report.

Indicators of Progress

Economy

We will	Measure	Baseline 2020/21	Target 2025/26	Target 2027/28
continue to support and deliver elements of the Tay Cities Deal (TCD)	Jobs created through TCD projects	N/A ¹	40	85
	Small Medium Enterprises (SME) supported through TCD	N/A ¹	20	45
support and deliver programmes that help people into work	Number of people that have progressed to employment as a result of participation in Council funded or operated employability activities	37	100 ²	120 ²
	Participation Rate for 16–19-year-olds	92.4%	94%	95%
support businesses to grow and invest in Angus through our employment land and commercial property	Occupancy rates for commercial property (floorspace)	91%	95%	95%
	Number of jobs safeguarded by commercial property portfolio	1,235	sustain	sustain

¹ The Tay Cities Deal was signed on 17/12/20. Therefore, there are no baseline statistics for 2020/21.

² The number of people that enter council funded or operated employability programmes is dependent on decisions and funding from the Scottish Government. The baseline figure is low because of pandemic restrictions on delivery; therefore, the targets reflect a more realistic outcome.

We will	Measure	Baseline 2020/21	Target 2025/26	Target 2027/28
be more commercial in our approach to contracts and support growth of business locally whenever possible through a community wealth building approach	Percentage of quotation procurements restricted to local suppliers (where legally permissible)	N/A ³	15%	20%
	Percentage participation in tender process by local SMEs where an open tender is undertaken	N/A ³	10%	15%
	Instances of Community Benefits being delivered through our contracts	N/A ³	Info only ⁴	Info only ⁴

³ These are new measures which will be developed over the coming months

⁴ Targets are not appropriate as benefits achievable are dependent on the Council's spend profile with unavoidable peaks and troughs. However, we will correlate benefits achieved against capital spend to identify trends and expectations.

People

We will	Measure	Baseline 2020/21	Target 2025/26	Target 2027/28
maximise the uptake of universal supports available for families in Angus	Percentage uptake of Early Learning and Childcare within the total 2-year-old population	8%	10%	12%
	Percentage of children and young people registered and taking free school meals (excluding universal provision)	67.2%	69.2%	71.2%
	Percentage uptake of universal free school meals	72.8%	73.8%	74.8%
	Annual financial gains for all clients (Welfare Rights)	£5,883,975	TBC ⁵	TBC ⁵

⁵ Targets to be identified in 2023.

We will	Measure	Baseline 2020/21	Target 2025/26	Target 2027/28
support children, young people and adults to access appropriate opportunities which allow them to progress in their learning	Percentage of school leavers achieving at least 1 award at SQA National Grades A-C – level 5	87.0%	Targets are reviewed and set for these measures on an annual basis. The most up-to-date targets can be found in the Angus Education Plan. Baseline data provided is for 20/21 and care should be taken when comparing this data to future years due to the impact of the pandemic.	
	Percentage of school leavers achieving at least 1 award at SQA National Grades A-C – level 6	63.6%		
	Percentage of P1/4/7 combined achieving expected Curriculum for Excellence (CfE) level in Literacy	72.2%		
	Percentage of P1/4/7 combined achieving expected (CfE) level in Numeracy	78.4%		
	Number of adults participating in Community Learning & Development	615	768	960
	Number of adults gaining nationally recognised and wider achievement awards	16	20	25

We will	Measure	Baseline 2020/21	Target 2025/26	Target 2027/28
protect those in our communities who are at risk of or have experienced significant harm	Children on the child protection register	45	NA ⁷	NA ⁷
	Child protection referrals	1,948 ⁶	NA ⁷	NA
	Number of adult protection case conferences	179	150	150
	Percentage of initial case conferences that led to an adult protection plan being put in to place	81%	80%	80%
	Number of people completing the Angus core Roles and Responsibilities in adult protection training	16	140	150
when children cannot safely live at home, we will keep our children local in Angus providing for their education and family needs	Percentage of children looked after away from home	75.47%	Targets are not set for these measures. Instead, we monitor trend data on an ongoing basis.	
	Percentage of children looked after in a family-based placement	91.4%		
Deliver the Angus "Our Bright Futures Plan"	Percentage of children living in poverty (after housing costs)	20.6%	20%	19%

⁶ This data covers period 2021/22.

⁷ specific targets are not set for child protection measures, and instead report based on trend information.

We will	Measure	Baseline 2020/21	Target 2025/26	Target 2027/28
work as a core partner of Angus Health and Social Care Partnership to meet the health and social care needs of adults	Rate of readmission to hospital within 28 days per 1,000 discharges	127.8	110	100
	Number of days people spend in hospital when they are ready to be discharged, per 1,000 population (75+)	237.9	170	150
	Percentage of people aged 65 and over with long-term care needs who receive personal care at home	55.7%	62%	68%
	Percentage of adults able to look after their health very well or quite well	92.4%	94%	96%
	Number of Homeless Applications	489	275	265

Place

We will	Measure	Baseline 2020/21	Target 2025/26	Target 2027/28
take action to mitigate against climate change by delivering our Transition to Net Zero Action Plan: 2022 to 2030 and leading on the delivery of a Sustainable Energy Climate Action Plan (SECAP) for Angus to reduce area wide emissions	Number of actions in the Transition to Net Zero Action Plan implemented	NA	50%	80%
	Reduction in operational emissions	NA ⁸	5% Per Annum	5% Per Annum
	Percentage of council dwellings that are energy efficient	78.95%	90%	100%
	CO2 emissions area wide per capita	4.83	3.5	1
	CO2 emissions area wide: emissions within scope of LA per capita	4.64	3	2.5
reduce our energy use through a reduction in our property estate coupled with good management to reduce wasting energy	Net Zero - Energy Consumption - kilowatt hours per annum	54,194,128 ⁹	57,473,454 ⁹	54,635,701 ⁹

⁸ Data capture will be carried out during 2023/24 via net zero strategy monitoring.

⁹ Actual consumption in 20/21 was affected by Covid and was lower than anticipated. As the buildings are now fully operational in order to comply with Covid guidance on ventilation with increased fresh air supply in the buildings our consumption has increased due to the increased operation of ventilation and heating. The targets are based on actuals when the buildings are fully operational with a view of achieving a 2.5% reduction in consumption on an annual basis.

We will	Measure	Baseline 2020/21	Target 2025/26	Target 2027/28
ensure the provision of new houses in Angus	Number of homes completed by tenure in relation to the annual Housing Land Supply Target	323 houses (314 private 10 affordable)	310 houses (186 private, 124 affordable)	310 houses (186 private, 124 affordable)
	Angus Housing Supply Target (Market Housing) (Local Housing Strategy)	241	TBC ¹¹	TBC ¹¹
	Angus Housing Supply Target (Affordable Housing) (Local Housing Strategy)	141	TBC ¹¹	TBC ¹¹
ensure that our housing estate is well maintained and invest in improvements	Percentage of Council stock that meets the Scottish Housing Quality Standards	94.24%	Increase	Increase
	Percentage of rent due lost through properties being empty during the last year	4.43%	2.85%	2.75%
deliver efficient waste services and encourage recycling and cleaner streets	Percentage of total household waste arising that is recycled	54.70% ¹²	57%	60%
	Street Cleanliness	97.00	97.00	97.00
maintain our roads, pavements, lighting, and other infrastructure	Percentage of A class Roads that are in need of repair	26.30%	25%	25%

¹⁰ Footnote not used.

¹¹ To be set as part of Local Housing Strategy.

¹² This data covers the period 2021/22.

We will	Measure	Baseline 2020/21	Target 2025/26	Target 2027/28
efficiently and will focus on our priority routes and infrastructure	Percentage of B class Roads that are in need of repair	37.30%	35%	35%
	Street lights: the percentage of repairs completed within 7 days	93.80%	95%	96%
	Number of street lighting failures	449	<500	<500
support Angus Alive to transform its business to ensure a sustainable culture and leisure offer	Percentage of overall Angus Alive income supported by Council management fee	42% ¹³	33%	25%
support Tayside Contracts to transform its business to ensure a sustainable service	Percentage of Tayside Contracts Change Programme Savings Target Achieved	95%	95%	95%
engage with communities to support their ambitions to deliver on local aspirations (e.g. community asset transfer requests, community gardens, food hubs)	Number of community groups receiving capacity building support to deliver services in the community	136	Sustain	Sustain
	Number of consultations facilitated through community engagement portal	TBC ¹⁴	TBC ¹⁴	TBC ¹⁴
support the development of more active travel routes around Angus	Number of public transport trips undertaken	70,089	73,593	77,098

¹³ This data covers the period 2021/22.

¹⁴ This is a new measure to be developed in 2023/24.

We will	Measure	Baseline 2020/21	Target 2025/26	Target 2027/28
	Percentage of cycling as share of all traffic	0.84% ¹⁵	1%	1.25%
maximise funding opportunities and distribute grants to the Third sector and communities to support their ambitions to deliver services	Leverage of additional funding into Angus Council ¹⁶	£1,426,169	£1,600,000	£1,900,000
	Value of funding distributed to third sector	TBC ¹⁷	TBC ¹⁷	TBC ¹⁷
enhance and restore Angus Biodiversity, corporately and with a range of stakeholders	Percentage of actions from the Tayside Biodiversity Plan implemented	70%	90%	100%

¹⁵ This data covers the period 2022/23.

¹⁶ This includes funding from a variety of sources and can vary year on year.

Our Council

We will	Measure	Baseline 2020/21	Target 2025/26	Target 2027/28
ensure our workforce are supported through organisational change	The average number of working days per employee lost through sickness absence for Teachers	4.21 ¹⁷	6	5
	The average number of working days per employee lost through sickness absence for all other local government employees	10.53	10	9
	Staff feel proud to work for Angus Council (Employee Engagement Survey - Scale 0 to 10)	6	7	7.5
modernise our workforce and retrain staff where appropriate	Number of employees being retrained/reskilled	NA ¹⁸	TBC ¹⁸	TBC ¹⁸
continue to develop our approach to agile working	Total number of operational buildings	145	135	130
	Proportion of operational buildings that are suitable for their current use	93.79%	95%	96%
	Proportion of internal floor area of operational buildings in satisfactory condition	96.40%	97%	98%

¹⁷ The 20/21 data includes the period when teaching staff were working from home.

¹⁸ This is a new measure and will be developed in 2023.

We will	Measure	Baseline 2020/21	Target 2025/26	Target 2027/28
continue to develop 24/7 digital services to improve access to our services	Digital Certainty Index for accessible digital services	86%	90%	93%
	Number of digital services available on our website (angus.gov.uk)	97	121	136
	Number of times a digital service is accessed and successfully completed by our customers. processed	139,798	174,748	195,717
	Percentage of digital services completed by customers without Angus Council staff assistance (Self-Service)	69%	75%	85%
	Percentage of our population registered to use digital services	57%	65%	75%
	Number of visits to the website (angus.gov.uk)	3,000,000	3,090,000	3,210,000
continue to support face to face appointments wherever possible ¹⁹	Number of adults and young people participating in face-to-face community learning & development support/ services	TBC	TBC	TBC
deliver our change programme	Percentage of Change Programme Savings Target Achieved	94.95%	95%	95%

¹⁹ Further development of a peripatetic service will be brought to committee in due course. Baseline data and targets will be developed during 2023. This will include all council services.