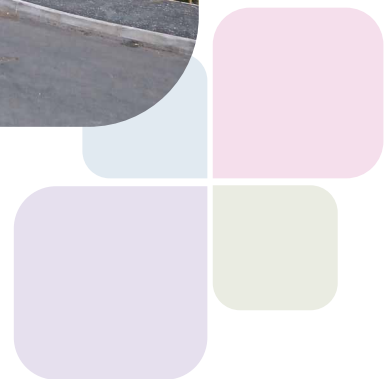


# Angus Council Plan | 2023-28 (UPDATE 2024)

Delivering Services for People



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**Beth Whiteside**  
Leader of Angus Council



**Kathryn Lindsay**  
Chief Executive

## Message from the Leader of Angus Council and the Chief Executive

The Angus Council Plan 2023-28 was approved in March 2023 and sets out the council's vision, priorities and overarching strategic policy framework for the period up to February 2028. While the Plan covers a five-year period, several significant developments during 2023 have led to the need to update the existing Plan and reassert our shared vision for the Angus area under the leadership of a new Chief Executive.

As a Council we are acutely aware of the constraints and challenges created by our fiscal environment. The limited availability of funding, delivery cost inflation and increased demand continue to heavily influence the shape and availability of our services.

The Council has saved £91m from its core budget over the last 11 years, and yet current estimates are that a further £37m needs to be saved over the next three years. Achieving this will need us to explore radical, wide-ranging, and innovative ways of tackling rising costs and reducing our expenditure, while continuing to endeavour to meet our statutory duties and support those most vulnerable in our community.

This Council Plan update builds on our commitment to work even more closely and effectively with all partners, stakeholders, and communities and to further develop our role as an enabler, rather than the sole provider, of some services. It refers to the need to engage in developing work across the public sector landscape, including across local authority boundaries, regionally and nationally to ensure the future sustainability of the public sector, including local government. This work will be essential to improving functional resilience across critical and highly specialist services. Our local work will seek to support delivery of the CoSLA Blueprint's vision for Scottish Local Government for the benefit of the communities we serve.

In late autumn 2023, communities across Angus were severely impacted by Storm Babet. Together with partners and communities, teams across the Council worked tirelessly to support the initial response and immediate

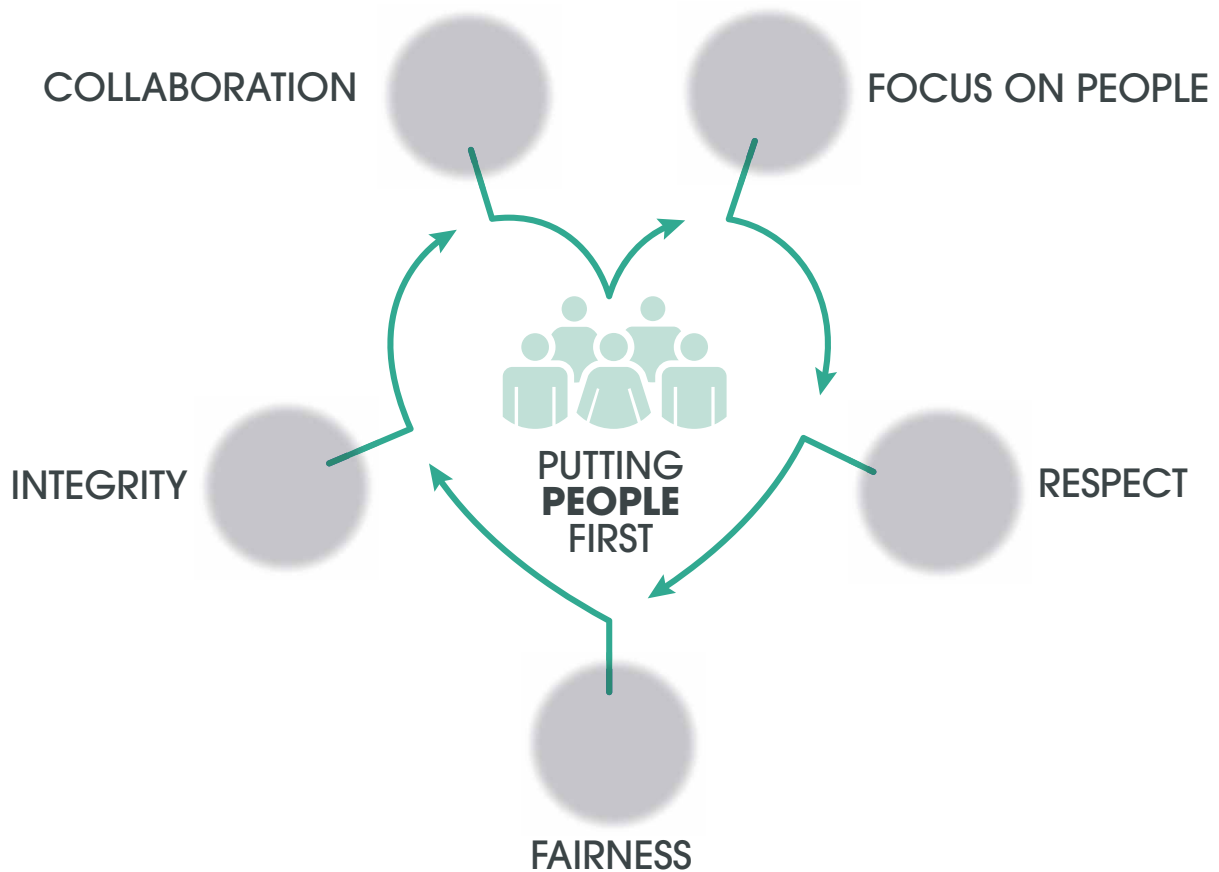
recovery period. This Council Plan takes account of our role, working in partnership, to support the ongoing and longer-term recovery from the impact of Storm Babet, as well as the continuing impacts of the COVID pandemic and the worst impacts of the cost-of-living crisis. Our commitment to partnership working continues to be underpinned by our Community Plan which brings together the wider Angus Community Planning Partnership response to addressing local needs by supporting our economy, people and place.

By aligning our Community Plan, expanding community collaboration and building closer alliances with our regional and national partners, we will continue to drive the Council's vision to make Angus a great place to live, work and visit.

## Our Values

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

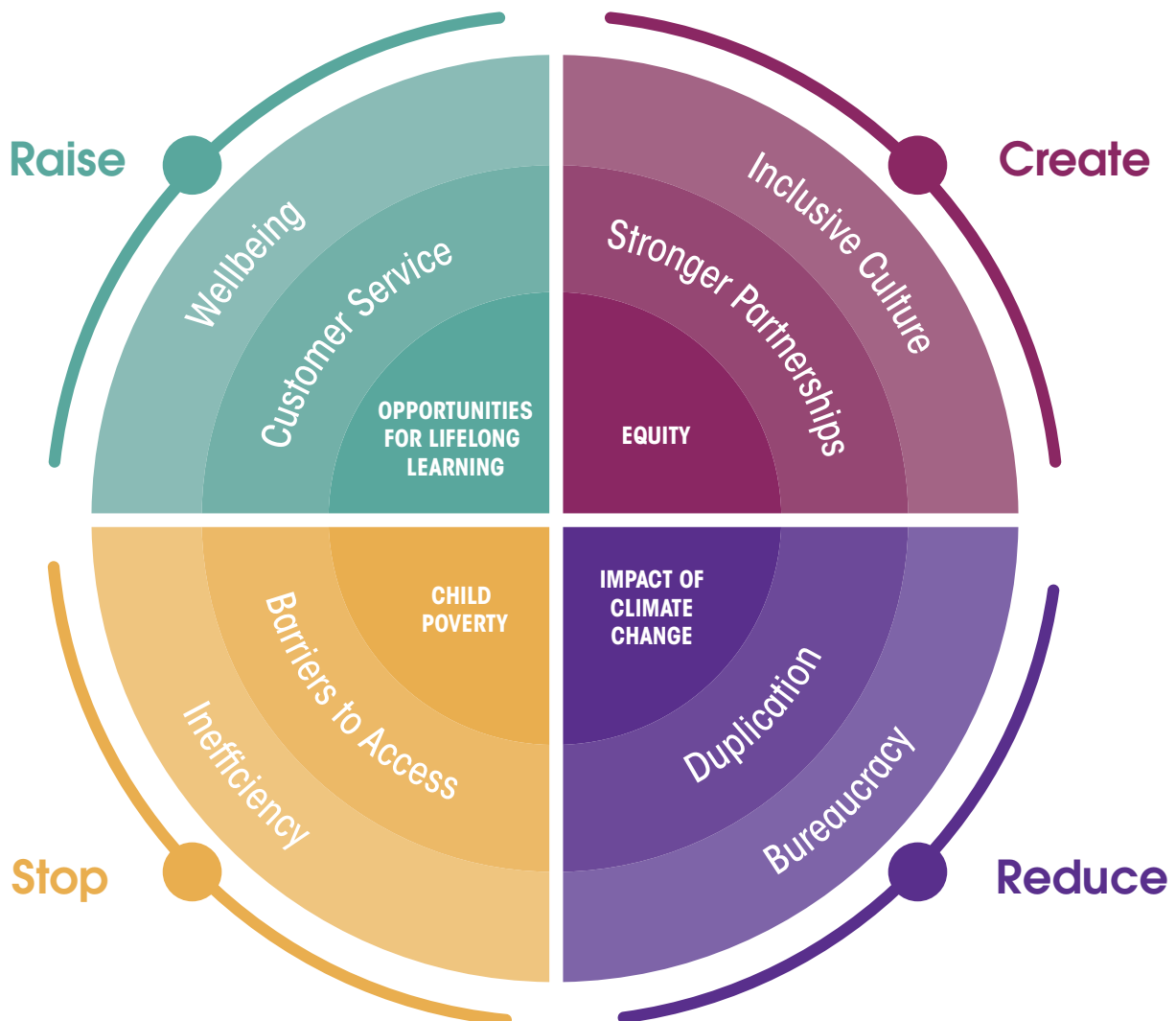
The values we hold as an organisation are important to the way in which we work together and treat our staff. They also set out what the people who use our services can expect from the people who work in Angus Council.





## How we are going to deliver our Plan

The current Council Plan covers a five-year period (2023 – 2028) and continues to include the top-level 'Strategy on a Page' outcomes shown below. This was developed to strategically support our recovery from the pandemic. The outcomes (shown at the centre of the wheel) highlight services' approach, reflecting our ways of working that are within our powers as an organisation, complementing our Vision and Values.



## Stronger Partnerships

One of the key methods of **how** we intend to develop during this period of the Council Plan 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, and is within our powers, to help achieve these ambitions for Angus.

## **Collaboration**

Greater emphasis on collaboration across local authority boundaries will be a key element in our approach to delivering sustainable services. Work being progressed by the Improvement Service nationally has outlined an approach which complements the National Performance Framework and the CoSLA Blueprint for Local Government.

This is intended to provide a vehicle to support the delivery of the Blueprint's ambitious vision for Scottish Local Government and the communities we serve. It proposes a 'once for all' future approach for Scottish Local Government and recognises that councils will address local priorities through collaboration at national, regional and local levels.

This will be linked closely to our strategic planning.

## **Targeting Finite Resources**

Being clear about our Council priorities has never been more important as part of addressing the ongoing financial challenges that our organisation faces. That requires sustained focus and will bring with it a range of challenging decisions, reflecting the radical change needed in response to the fiscal environment in which we currently operate.

This will include targeting our finite resources to those most in need or for issues which are most important so that we may continue work within budget and deliver a sustainable service.

## **Local Democracy**

At the heart of delivering those local priorities, we will 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 can 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
- 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
- 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
- reduce our energy use through a reduction in our property estate coupled with good management to reduce wasting energy
- coordinate activity and develop a vision for our places, through relevant plans and strategies
- ensure delivery of affordable housing via our Strategic Housing Investment Plan (SHIP)
- deliver efficient waste services and encourage more recycling and cleaner streets
- maintain our roads, pavements, lighting, and other infrastructure efficiently and focus our resources on our priority routes and infrastructure
- engage with communities to support their ambitions to deliver on local aspirations through a place framework
- 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 & Effective**

### **We will:**

- ensure our workforce is supported through organisational change
- modernise our workforce and retrain staff where appropriate
- ensure consistent implementation of our agile working strategy
- continue to develop 24/7 digital services to improve access to our services
- continue to support face to face appointments wherever possible, with greater focus on those with specific needs
- support ANGUSalive and Tayside Contracts to transform their businesses to ensure a sustainable service offering
- continue to develop and deliver our change programme
- deliver our statutory obligations and core functions, tailored to suit our available resources and making best use of our data/performance information

## Performance & Monitoring

During 2022, 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. In 2023, Audit Scotland undertook a further Best Value 'Thematic' Audit in relation to Leadership of the development of new local strategic priorities. The findings continue to build on the earlier report and provide a strong foundation for our next stages of change.

Indicators of Progress are set out in the section below and are aligned to each of the Council Plan priorities. They provide a strategic oversight of progress. Where possible, targets are included for years 3 and 5 (2025/26 and 2027/28) of the Plan.

It should be noted that baseline data is based on the latest full year of data available. As 2020/21 was the first year of the COVID-19 pandemic, this may have caused exceptional variances in the baseline data. This will be taken into consideration for performance reporting purposes where trends are used in any analysis, including data available for the period prior to 2020/21.

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 <sup>1</sup>	40	85
	Small Medium Enterprises (SME) supported through TCD	N/A <sup>1</sup>	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 <sup>2</sup>	120 <sup>2</sup>
	Participation rate for 16–19-year-olds	92.4%	94%	95%
Support businesses to grow and invest in Angus	Occupancy rates for commercial property (floorspace)	91%	95%	95%
	Number of jobs safeguarded by commercial property portfolio	1,235	sustain	sustain
	Business Gateway Delivery – Angus:			
	<ul style="list-style-type: none"> <li>• Business Start Ups</li> <li>• Early Stage Growth</li> <li>• Start Up Workshops</li> <li>• Existing Bus Workshops</li> <li>• GAS Referrals</li> <li>• Business Boost</li> </ul>	201 14 14 3 11 N/A	220 18 13 3 19 52	220 18 13 3 19 52
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 <sup>3</sup>	15%	20%
	Percentage participation in tender process by local SMEs where an open tender is undertaken	N/A <sup>3</sup>	10%	15%
	Instances of Community Benefits being delivered through our contracts	N/A <sup>3</sup>	Info only <sup>4</sup>	Info only <sup>4</sup>

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

<sup>2</sup> 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.

<sup>3</sup> These are new measures which will be developed over the coming months.

<sup>4</sup> 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)	£5.9 million	£5 million	£5 million
Support children, young people and adults to access appropriate opportunities which allow them to progress in their learning	Proportion of school leavers attaining 1 or more award at SCQF Level 5 based on Insight	89.4%	Angus Council is required to set "Stretch Aims" for these measures, based on an assumed annual trajectory. All Stretch Aims are <b>published by Scottish Government</b>	
	Proportion of school leavers attaining 1 or more award at SCQF Level 6 based on Insight	67.7%		
	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 engaged in CLD activity – literacy, ESOL, adult guidance/crisis support and family learning	615 (80 learning plans, including connecting Scotland figures)	768 (120 learners plans)	960 (150 learners plans)
	Number of adults in Literacy and ESOL learning sessions and volunteering gaining nationally recognised and wider achievement awards	16* Learning sessions were suspended due to COVID-19	50	50

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 <sup>6</sup>	NA <sup>6</sup>
	Child protection referrals	1,948 <sup>5</sup>	NA <sup>6</sup>	NA <sup>6</sup>
	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%		
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

<sup>5</sup> This data covers period 2021/22.

<sup>6</sup> Specific targets are not set for child protection measures, and instead report based on trend information.



## 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	Number of actions in the Transition to Net Zero Action Plan implemented	NA	50%	80%
	Reduction in operational emissions	NA <sup>7</sup>	5% per annum	5% per annum
	CO <sup>2</sup> emissions area wide per capita	4.83	3.5	1
	CO <sup>2</sup> 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 <sup>8</sup>	57,473,454 <sup>8</sup>	54,635,701 <sup>8</sup>
Coordinate activity and develop a vision for our places, through relevant plans and strategies	Not applicable			
Ensure delivery of affordable housing via our Strategic Housing Investment Plan (SHIP)	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 <sup>10</sup>	TBC <sup>10</sup>
	Angus Housing Supply Target (Affordable Housing) (Local Housing Strategy)	141	TBC <sup>10</sup>	TBC <sup>10</sup>
Deliver efficient waste services and encourage recycling and cleaner streets	Percentage of total household waste arising that is recycled	54.70% <sup>11</sup>	56%	58%
	Street Cleanliness	97	97	97

<sup>9</sup> Footnote not used.

<sup>10</sup> To be set as part of Local Housing Strategy.

<sup>11</sup> This data covers the period 2021/22.

We will	Measure	Baseline 2020/21	Target 2025/26	Target 2027/28
Maintain our roads, pavements, lighting, and other infrastructure efficiently and will focus on our priority routes and infrastructure	Percentage of A class roads that are in need of repair	26.3%	25%	25%
	Percentage of B class roads that are in need of repair	37.3%	35%	35%
	Street lights: the percentage of repairs completed within 7 days	93.8%	95%	96%
	Number of street lighting failures	449	<500	<500
Engage with communities to support their ambitions to deliver on local aspirations through a place framework	Number of community groups receiving capacity building support to deliver services in the community	136	Sustain	Sustain
Support the development of more active travel routes around Angus	Number of public transport trips undertaken	70,089	73,593	77,098
	Percentage of cycling as share of all traffic	0.84% <sup>12</sup>	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 <sup>13</sup>	£1,426,169	£1,600,000	£1,900,000
	Value of funding distributed to third sector	TBC <sup>13</sup>	TBC <sup>13</sup>	TBC <sup>13</sup>
Enhance and restore Angus Biodiversity, corporately and with a range of stakeholders	Percentage of actions from the Tayside Biodiversity Plan implemented	70%	90%	100%

<sup>12</sup> This data covers the period 2022/23.

<sup>13</sup> 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 <sup>14</sup>	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 <sup>15</sup>	TBC <sup>15</sup>	TBC <sup>15</sup>
Ensure consistent implementation of our agile working strategy	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	96.4%	97%	98%
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%

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	Percentage of our eligible 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, with greater focus on those with specific needs <sup>16</sup>	Measures to be developed	TBC	TBC	TBC
Support ANGUSalive and Tayside Contracts to transform their businesses to ensure a sustainable service offering	Percentage of overall Angus Alive income supported by Council management fee	42% <sup>17</sup>	33%	25%
	Percentage of Tayside Contracts Change Programme Savings Target Achieved	95%	95%	95%
Continue to develop and deliver our change programme	Percentage of Change Programme Savings Target Achieved	94.95%	95%	95%
Deliver our statutory obligations and core functions, tailored to suit our available resources and making best use of our data/ performance information	Overall Local Government Benchmarking Framework (LGBF) percentage indicators in top two quartiles	46% <sup>18</sup>	46%	46%

<sup>16</sup> Further development of a peripatetic service will be brought to committee in due course. Baseline data and targets will be developed during 2024. This will include all council services.

<sup>17</sup> This data covers the period 2021/22.

<sup>18</sup> This percentage has been identified from the graph trend line rather than actual data.

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 Plan and Annual Report
- 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
- Angus Violence Against Women Partnership Annual Report
- 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)
- Tay Cities Region Deal Annual Performance Report

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.

## Service Plan

Service Plan information in the following tables is set out on a 'One Council' basis with actions under each of the related Council Plan priorities. Most actions are high-level and strategic in nature and their delivery will be dependent upon supporting actions that are part of services' operational plans.

The actions cover all service areas of the Council with the exception of Education & Lifelong Learning, Biodiversity and Internal Audit. These action plans can be found as follows:

Action Plan	Next Update
Biodiversity Duty Report	
Education & Lifelong Learning Plan 2022-2027	18-Jan-2025
Internal Audit Plan 2023-2024	
Tayside Local Biodiveristy Action Plan	18-Jan-2025

31-May

Title	Description	Icon	Start Date	Due Date	%
<b>Continue to support and deliver elements of the Tay Cities Deal</b>					
Support and deliver elements of the Tay Cities Deal to enhance the lives and opportunities of the region's citizens through sustainable economic growth	Support and deliver elements of the Tay Cities Deal to enhance the lives and opportunities of the region's citizens through sustainable economic growth	●		31-Mar-2028	0%
<b>Support and deliver programmes that help people into work</b>					
Tay Cities Skills and Enterprise stream	Tay Cities Skills and Enterprise stream will develop projects targeting significant pockets of need following Scottish Government agreement looking at SME employability, digital, Lifesciences and hospitality training	●	06-Dec-2023	31-Dec-2024	75%
<b>Support businesses to grow and invest in Angus</b>					
Collaborate with, and deliver support to key sectors to support businesses to grow and promote opportunities to invest in Angus	Collaborate with, and deliver support to key sectors to support businesses to grow and promote opportunities to invest in Angus	●		31-Mar-2028	0%



Title	Description	Icon	Start Date	Due Date	%
<b>Be more commercial in our approach to contracts and support growth of business locally whenever possible through a *community wealth building approach</b>					
Procurement	To deliver procurement outcomes that support the wider strategic aims of the Council and the communities it serves, furthering local and national priorities	●		31-Mar-2028	0%
<b>Maximise the uptake of universal supports available for families in Angus</b>					
Achieve Scottish National Standards for Information & Advice Services	We will achieve national standards for information and advice services for our Welfare Rights Services	●	07-Apr-2023	31-Mar-2024	20%
Implement & Manage Maximise Angus Project	We will implement and develop our Maximise Angus Service which provides access to financial wellbeing support in Angus schools	●	07-Apr-2023	31-Mar-2024	50%
<b>Support children, young people and adults to access appropriate opportunities which allow them to progress in their learning</b>					
Support Carers to sustain their caring role and enable them to have a fulfilling life alongside caring	Support Carers to sustain their caring role and enable them to have a fulfilling life alongside caring	●		31-Mar-2026	0%
Support young people towards positive employment	We currently offer a range of apprenticeships, graduate apprenticeships and long term unemployed placements. We would like to expand this programme as a way to support young people but also to support succession planning	●		31-Mar-2025	0%
We will deliver a full programme of learning and community development	We will deliver a full programme of adult learning, youth work and community development projects and activities to support accredited awards and other learning outcomes and increase community capacity across Angus	●		31-Mar-2028	0%

Title	Description	Icon	Start Date		%
Childrens Social Work Workforce Plan		●		31-Mar-2028	0%
Pavement Parking Prohibition	Commence enforcement of pavement parking prohibition	●		31-Mar-2025	0%
Progress actions to improve access to advocacy services as outlined in the AHSCP Advocacy Plan 2022-25	Progress actions to improve access to advocacy services as outlined in the AHSCP Advocacy Plan 2022-2025	●	19-Jan-2024	31-Mar-2024	10%
Trauma Informed Support and Services	Implement trauma informed supports and services including a Tayside 'Bairns hoose' approach	●		31-Mar-2028	0%
<b>When children cannot safely live at home, keep our children local in Angus providing for their education and family needs</b>					
Whole Family Support and care in Angus	Maintain a focus on whole family support, family based care and keeping Angus children in Angus	●		31-Mar-2028	0%
<b>Work as a core partner of Angus Health and Social Care Partnership to meet the health and social care needs of adults</b>					
Deliver actions in the mental health and wellbeing Living Life Well Plan to deliver good mental health for all	Deliver actions in the mental health and wellbeing Living Life Well Plan to improve leadership and culture, and quality of care in Specialist Adult Mental Health and Older People's Mental Health Services	●	25-Jan-2024	31-Mar-2026	60%
<b>Take action to mitigate against climate change by delivering our Transition to Net Zero Action Plan: 2022 to 2030</b>					
Demand Responsive Transport	Progress Demand Responsive Transport as part of review of public transport provision	●		31-Mar-2025	0%
Flood Risk Management Plan	Implementation of the Flood Risk Management Plan for Tay Estuary and Montrose Basin	●		31-Mar-2028	0%
Shoreline Management Plan	Implementation of Shoreline Management Plan	●		31-Mar-2028	0%

Title		Start Date	Due Date	%	
Road to Net Zero for Council Buildings Strategy	We will develop a net zero for Council Buildings Strategy for non-housing buildings	●		31-Mar-2025	0%
<b>Co-ordinate activity and develop a vision for our places, through relevant plans and strategies</b>					
Housing Asset Management Strategy Update	We will update the existing Housing Asset Management Strategy	●		31-Mar-2025	0%
<b>Ensure delivery of affordable housing via our Strategic Housing Investment Plan (SHIP)</b>					
Deliver the new build affordable housing supply target (76 units per annum) with 64 of those units for social rent	Deliver new build affordable housing in partnership with RSLs	●		31-Mar-2028	0%
<b>Deliver efficient waste services and encourage more recycling and cleaner streets</b>					
Introduce Revised Kerbside Recycling Project	Increase recycling and reduce disposal costs	●		31-Mar-2025	0%
Review Fleet Management Provision	Investigate options to improve fleet management	●		31-Mar-2028	0%
<b>Maintain our roads, pavements, lighting, and other infrastructure efficiently and focus our resources on our priority routes and infrastructure</b>					
Declassification of Roads	We will carry out a review of our roads network and consider the feasibility of declassifying roads as appropriate	●		31-Dec-2025	0%
<b>Engage with communities to support their ambitions to deliver on local aspirations through a place framework</b>					
Deliver capacity building support to community groups	Deliver capacity building support to community groups to engage in place framework, community ownership and other activities in line with Community Empowerment (Scotland) Act 2015	●		31-Mar-2028	0%
Open Space and Play Strategy	Undertake audit and prepare strategy in conjunction with Planning colleagues	●	04-Jan-2024	31-Mar-2026	10%

Title		Icon	Start Date	Due Date	%
Woodland Management Plan	Undertake audit and prepare strategy in conjunction with Scottish Forestry	●	04-Jan-2024	31-Mar-2025	10%
<b>Support the development of more active travel routes around Angus</b>					
Active Travel Strategy	Update of Angus Council Active Travel Strategy and Pipeline of Projects	●		31-Mar-2025	0%
<b>Modernise our workforce and retrain staff where appropriate</b>					
Create a range of succession planning solutions	A number of services have identified that they have concerns around filling roles and training people when current employees leave. We need a solution that encourages development and retention of new people to these areas	●		31-Jan-2025	0%
Promote trauma informed practice across Angus	A trauma-informed practice co-ordinator has been recruited to co-ordinate activity across Angus with Community Planning partners to ensure consistency of practice and experience of service users	●		31-Mar-2025	0%
<b>Continue to develop 24/7 digital services to improve access to our services</b>					
Digital Strategy and Technology Roadmap	Update to technology roadmap required to reflect new workstyles, Scotland's digital strategy and Audit Scotland's Digital Progress	●		02-Feb-2024	80%
Education IT Provision	A comprehensive review of the IT infrastructure and support model currently in place in Education. This is required to provide a more effective service aligned to the requirements of the education service	●		31-Dec-2024	0%
Implement Multi Factor Authentication	A key cyber security mitigation is to implement Multi Factor Authentication (MFA). This additional level of protection is the biggest single step we can take as an organisation to protect ourselves from unauthorised or malicious access to our systems	●		31-Mar-2024	30%

Title	Description	Icon	Start Date	Due Date	%
<b>Continue to develop 24/7 digital services to improve access to our services</b>					
Implement NEC Citizens Access in Council Tax and Benefits Services	We will implement the Northgate Citizens Access system to provide tailored online forms for customers and automation in our processing			31-Dec-2024	0%
Investigate emerging technology	Investigate how emerging technology e.g. Generative AI (Artificial Intelligence) and robotic process automation can support the delivery of more efficient and effective services	●		31-Dec-2024	0%
IT Support Automation	Investigate the automation of all internal IT processes. This includes device build and management and an increased focus on self service and automated IT support	●		31-Dec-2024	0%
Migrate core services to the cloud	To support the digital strategy and technology roadmap and to provide more effective and flexible services, we will continue to migrate our core information technology services to the cloud	●		31-Dec-2024	0%
Produce a Customer Experience Strategy	We have an outline but need to gather data on our current customer experience, confirm corporate ambition, identify interdependencies with partner organisations and plan how we will manage any changes and improvements	●		30-Jun-2024	0%
<b>Continue to develop and deliver our change programme</b>					
Asset Management Plan	We will develop an Asset Management Strategy for non-housing buildings	●		31-Mar-2025	0%
Implement change and transformation across the organisation	Develop and deliver our transformational change plans, including support for the national 'Delivering a future for Scottish LA's' initiative	●	01-Sep-2023	31-Mar-2028	49%
<b>Deliver our statutory obligations and core functions, tailored to suit our available resources and making best use of our data &amp; performance information</b>					
Cemeteries Strategy	Prepare and Implement Revised Cemeteries Strategy	●	04-Jan-2024	31-Mar-2025	5%

Title	Description	Icon	Start Date	Due Date	%
<b>Deliver our statutory obligations and core functions, tailored to suit our available resources and making best use of our data &amp; performance information</b>					
Democratic/Executive Support/Elections	Governance and Assurance functions, developing and supporting effective decision-making processes and scrutiny	●		31-Mar-2028	0%
Further Use Performance Information	Further use performance information to inform and prioritise targeted improvements across the Directorate	●		31-Mar-2028	0%
Housing Asset Management System	We will implement a new Asset Management System/software	●		31-Mar-2025	0%
Implement New Accounting Code	We will implement the new Accounting Code of Practice including IFRS 16	●	20-Dec-2023	30-Sep-2024	15%
Improve use of people data across the organisation	Develop a dashboard of people data that managers and leaders can use to inform action and decision making across the organisation	●		30-Sep-2024	0%
Information Governance	Ensuring that the Council complies with best practice in relation to all aspects of Records Management including Freedom of Information, Data Protection, GDPR and all aspects of Information Governance	●		31-Mar-2028	0%
Legislative Compliance	Providing legal advice on the full range of the Council's functions to ensure that the Council complies with legislation and fully implements new legislative requirements on time and within budget to achieve the required outcomes	●		31-Mar-2028	0%
Progress our ambition to be a 'Performance Led Council'	Continue to implement our Performance Led Council work, including development of our corporate Data Strategy	●	01-Sep-2023	31-Mar-2028	25%
Support our organisation to respond to the environment it operates and deliver Best Value	Deliver our Strategic Planning, Performance Reporting and Corporate Governance requirements, including making best use of digital tools	●	01-Sep-2023	31-Mar-2028	54%



