



PEOPLE DIRECTORATE

IMPROVEMENT PLAN 2018/2019

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1 - Introduction

- 1.1 This People Directorate Improvement Plan builds on the priorities for the former Children & Learning and Resources Directorates. We have aligned the existing priorities, actions and measures with the Council Plan 2017-2022.
- 1.2 The work of the People Directorate will focus around two of the priorities identified in the Council Plan:
 - We want to maximise inclusion and reduce inequalities
 - We want Angus Council to be efficient and effective.
- 1.3 In preparing this plan, we have adopted a self-evaluative approach. This is structured in three sections:
 - How are we doing?
 - How do we know?
 - What next?
- 1.4 We will develop this approach further during 2018-2019.
- 1.5 The People Directorate Improvement Plan will be updated in 2019, following the planned review of the Council Plan.

2 - How are we doing?

2.1 Angus Council's purpose is to 'improve the outcomes and opportunities for the **people** of Angus'. This focus on our people and individuals is at the heart of the work of the People Directorate, all the work we do, and the services and support we provide.

2.2 The Children and Learning Annual Evaluation Report presented to Committee in August 2017, report 270/17 provided the following evaluative gradings:

| High Level Question | Current Level |
|--|----------------------|
| What key outcomes have we achieved? | Good |
| How well do we meet the needs of stakeholders? | Good |
| How good is our delivery of key processes? | Good |
| How good is our management? | Good |
| How good is our leadership? | Good |

2.3 As a newly reformed People Directorate, our focus on people covers all life stages and a wide range of contexts including:

- Ensuring our children get the best start in life;
- Providing high quality learning experiences for all our children and young people;
- Supporting families to be meaningfully engaged in learning;
- Improving outcomes for children and young people who experience particular inequalities and disadvantage;
- Keeping children and young people safe and protected from harm;
- The provision of lifelong learning opportunities for all;
- Working with individuals within the criminal justice system;
- Our role as Angus' largest employer and developing our workforce for the future;
- Enabling digital connectivity and customer focussed digital services.

2.4 Through this, and other work, the People Directorate touches the lives of all our citizens. Under my leadership, our role is to maximise inclusion, reduce inequalities and ensure that the impact of our work is positive and that we do contribute to sustainable improvements in outcomes and opportunities for the people of Angus.

2.5 This plan therefore provides an update on the impact and performance of our recent work and sets out some of the detail of our priorities and how we plan to improve going forward.

2.6 Our contribution however sits within a much wider context with this Improvement Plan being part of a larger landscape of interconnected plans. This plan seeks to act as 'a bridge' that connects these up. Related plans include:

- Council Plan 2017-22
- Tayside Plan for Children, Young People and Families 2017-20
- Tayside Regional Improvement Collaborative Plan 2018
- Angus Annual Education Plan 2017-18
- Locality Plans
- Workforce Strategy and Plan
- Digital Strategy

2.7 The Tayside Plan for Children, Young People and Families 2017 – 2020 has now been published. It reflects shared leadership towards multi-agency cross-border collaboration in the planning, management, commissioning, delivery, evaluation and improvement of services to children, young

people and families. The Plan sets out our 5 shared priorities for children and families across Tayside. The Plan has been developed using output from the Dartington research undertaken by the three local authorities.

- 2.8 The Tay Collaborative is a collective of strategic working groups each planning and progressing joint work in each of the priority areas:
- Children have the best start in life
 - Children and young people will be meaningfully engaged with learning
 - Children and young people will be physically, mentally and emotionally healthy
 - Children who experience inequalities will achieve the same outcomes as other children and young people
 - Children will be protected from harm at home, school and in the community
- 2.9 The local priorities and actions reflected in our Directorate Improvement Plan continue to be important. Several of our identified actions are now being progressed as part of the Tay Collaborative as we consider that by working collaboratively, combining our resource and working across boundaries, we can achieve better quality services and better outcomes for children and families in Angus and across Tayside.
- 2.10 Angus Council has set out an ambition to maximise inclusion and reduce inequalities. Angus Annual Education Plan (2017-2018) summarises the current action that is being taken to work towards this priority in schools. Over the life of the Council Plan, the People Directorate will focus on improving the range and quality of opportunities for children and young people through a continued focus on improving learning and teaching in Angus Schools.
- 2.11 With a focus on lifelong learning, we are also committed to ensuring that adult learning is responsive, builds skills and supports a return to employment for those who wish to do so. Effective learning also applies to our workforce and we will support our employees to grow personally and professionally by developing our workforce to meet changing needs and individual aspirations.
- 2.12 The Directorate will also lead our corporate objective for Angus Council to be a digital business. We will progress this in alignment with Scotland's Local Government Digital Strategy by targeting resources at:
- Digital Foundations – our underlying processes, data and technology are 'digitally ready'
 - Digital Leadership – we have the leadership and culture to embrace digital transformation
 - Digital Services – we have embraced the use of technology to deliver better services and outcomes.
- 2.13 Everything that we do through the People Directorate is part of a bigger multi-disciplinary and multi-agency system so collaboration, partnership working and pooling resources are core foundations to all our work. I firmly believe that together we are greater than the sum of our parts.
- 2.14 Finally, a key principle underpinning much of the Directorate's and our partners' work is to Get it Right for Every Child. 2018 is the Year of Young People and I am thrilled that Angus Council will use this opportunity to inspire the county through its young people, celebrating their achievements, valuing their contribution to communities and creating new opportunities for them to shine locally, nationally and globally.
- 2.15 Our financial context is extremely challenging but there is much to be positive and optimistic about and #YOYP2018 provides a perfect platform on which to build our future.

Mark Armstrong
Strategic Director

3 - How do we know?

3.1 During 2017/18 we have combined the relevant actions from the former Children & Learning and Resources Directorates. These actions have been monitored by our Senior Leadership Team.

3.2 The table below summarises our progress against the planned activities.

| Status | Number | Comments |
|-----------|-----------|--|
| Completed | 22 | Some of these activities have been completed ahead of the target date. |
| Cancelled | 3 | Replaced by national benchmarks. |
| Deferred | 1 | Waiting for Scottish government guidance. |
| Total | <u>26</u> | |

3.3 Our progress in 2018/19 is detailed below grouped according to the priorities agreed in the Council Plan 2017-2022.

3.4 Updates on the agreed performance measures will be included in the Council's annual reporting arrangements for 2017-18.

We want to maximise inclusion and reduce inequalities

We will intervene early to keep children and young people safe.

| Action Code & Title | Due Date |
|---|-------------|
| CLDIP_0104 We will increase the flexibility of local authority provision for early learning and childcare to provide a minimum of 2 models of provision within each locality. | 30-Jun-2017 |
| CLDIP_0106 We will produce full Children's Services Plan | 30-Apr-2017 |
| CLDIP_0107 We will review Kinship Care/ Residency Schemes in Light of the Children and Young People (Scotland) Act 2014. | 30-Apr-2017 |
| CLDIP_0109 We will contribute to the development and implementation of a multiagency strategy to address early initiation of substance misuse | 30-Jun-2016 |
| CP1722_0026 We will contribute to the multiagency whole family approach pilot to reducing the impact of substance misuse on children, young people and their families. | 31-Mar-2019 |

We will provide educational and social experiences that stretch and challenge our young people.

| Action Code & Title | Due Date |
|---|-------------|
| CLDIP_0080 We will create Angus School Deal | 31-Jul-2016 |
| CLDIP_0081 We will evaluate Scottish Parent Teacher council (SPTC) pilot project with specific schools | 30-Sep-2016 |
| CLDIP_0083 We will sustain attendance and exclusion rates | 30-Apr-2017 |
| CLDIP_0085 We will use the Angus Standards in Health and Wellbeing (HWB) as a framework to support progress, and lead to better outcomes, for learners in 100% of Angus schools | 30-Jun-2018 |
| CLDIP_0114 We will initiate a programme of thematic reviews across school clusters/localities | 30-Apr-2017 |
| CP1722_0018 We will review of quality of provision of learning in mental agility and mathematical computation via audit of current practice in 100% of schools and moderation of outcomes of audit through thematic review in 25% of schools. | 31-Mar-2019 |
| CP1722_0019 We will develop an enhanced understanding of the progress of learners within all ten deciles of the Scottish Index of Multiple Deprivation at whole school and authority level. | 31-Mar-2019 |

We will help our young people go to positive destinations – and sustain them – when they leave school.

| Action Code & Title | Due Date |
|--|-------------|
| CLDIP_0097 We will implement a new programme of extended work related learning across pathfinder schools (AngusWorks). | 31-Jul-2017 |
| CLDIP_0098 We will ensure thematic reviews in secondary schools focus on local implementation of Developing the Young Workforce using HGIOS 4 (QIs 1.1, 1.4, 2.3, 2.7, 3.1 and 3.3). | 31-Jul-2017 |
| CP1722_0027 We will implement Angus Developing Young Workforce Plan. | 31-Mar-2019 |
| CLDIP_0099 We will extend the programme of extended work related learning (AngusWorks) to all eight secondary schools. | 31-Jul-2018 |
| CLDIP_0100 We will take positive action on gender imbalance in vocational opportunities. | 31-Jul-2018 |
| CP1722_0029 We will improve Opportunities for All interventions for those who are at risk of not achieving a positive sustained destination, particularly for those with more than 1 post-school transition. | 31-Mar-2019 |

We want Angus Council to be efficient and effective

We will improve our digital capacity to allow our citizens to engage with us as easily as possible.

| Action Code & Title | Due Date |
|---|-------------|
| CLDIP_0113 We will prepare a digital plan [for children and learning services] | 31-Mar-2017 |

We will deliver our Change Programme.

| Action Code & Title | Due Date |
|---|-------------|
| CLDIP_0111 We will develop and implement comprehensive, coherent and accessible performance framework and reporting process [for children and learning services] | 15-Feb-2017 |
| CLDIP_0112 We will complete a directorate self-evaluation [for children and learning services] | 31-Jul-2016 |
| CLDIP_0115 We will prepare a long term school investment strategy | 30-Sep-2017 |

3.2 The following actions have been cancelled. The Scottish Government has published national benchmarks in all of these areas, so there is no need to develop Angus standards.

| Action Code & Title | Due Date |
|--|-------------|
| CLDIP_0087 We will develop Angus standards for modern languages | 30-Jun-2016 |
| CLDIP_0088 We will develop Angus standards for sciences | 30-Jun-2016 |
| CLDIP_0090 We will use Angus Standards in reading and writing as a benchmark to assess progress in 100% of Angus schools | 30-May-2017 |

- 3.3 In addition to these activities, we have also:
- 3.3.1 Undertaken work to ensure that there is a focus on quality within all early years settings in Angus so that children experience a consistently good standard of provision.
 - 3.3.2 The Family Nurture Team has been established and has been trained in the 'Incredible Years' approach. This approach offers parents support and engagement to help them to understand their child's developmental needs and support children to achieve.
 - 3.3.3 Training has been provided by the Principal Teachers of Early Years to raise awareness of the developmental milestones and has received very favourable feedback. This training session will continue to be offered as and when required.
 - 3.3.4 The preparation for and the phased introduction of increased funded hours for Early Learning and Childcare continues.
 - 3.3.5 Work is ongoing to ensure that we continue to improve our approaches to working alongside families (pre-birth to 5 years) to improve children's wellbeing and encourage early social and emotional development.
 - 3.3.6 Angus Corporate Parenting Plan; Getting it Right for Looked After Children 2017–2020 has now been published setting out our commitments and actions to make improvements for all of our looked after children.
 - 3.3.7 Our numbers of looked after children continue to be fairly consistent. In March 2016 there were 244 LAC in Angus, rising to 257 in November 2017.
 - 3.3.8 The increase in the number of LAC is in respect of S.25 "Duty of Care" which have increased from 20 in March 2016 to 42 in November 2017.
 - 3.3.9 In November 2017, 52% of LAC were within family placements compared to 49.5% in March 2016, with fewer children at home with parents (65 compared to 78) and more children with relatives (68 compared to 43).
 - 3.3.10 The review of Kinship Care and Residency Schemes has been completed, with an increase in the number of kinship placements (as above); there are currently 5 "continuing care" placements which had previously been internal fostering placements.
 - 3.3.11 The review of Permanence is concluded and will help inform the wider service review of Children and Family Services.
 - 3.3.12 Work is ongoing to develop a Substance Misuse Framework in schools across Tayside, through partnership work between NHS Tayside's Public Health, Health Promotion Department and the three Tayside local authorities. The framework will be in place by September 2018.
 - 3.3.13 'Rory training' (a resource for teachers to talk to children about parental alcohol use) has taken place over the year and has been evaluated well.
 - 3.3.14 Strengthening Families project; an early intervention programme for families has supported many families where substance use is identified.
 - 3.3.15 A 'strategic development officer' is now in place to strengthen work between the third sector and Angus Council. Work is taking place across services to raise awareness of support available for children and their families to ensure early support and intervention.
 - 3.3.16 The Directorate is currently undertaking self-evaluation of our Human Resources, Organisational Development and IT and Digital Enablement services. The resulting action plan will detail short and medium term goals for improvement aligned to council priorities.

4 What next?

During 2018/19 we will:

We want to maximise inclusion and reduce inequalities

We will intervene early to keep children and young people safe.

What will success look like?

Children have access to positive early years' experiences that promote their social and emotional development,

Children and young people, including Looked After Children and Children with Additional Support Needs (ASN) are well supported within their ELCC setting.

Parents are able to and feel confident in accessing support as and when required

There is an improved understanding of child and young people's developmental stages by professionals and parents

Children and young people are protected and supported to live within their home

We are intervening early in children's lives to support them and their families when they need it

We have reduced numbers of children requiring statutory measures of care

We have increased the number of children and young people being supported to live at home or within an alternative family setting

Fewer children and young people are reporting using substances.

Young people in Angus are aware of the dangers associated with substance misuse and take informed choices about their use.

Young people with substance misuse problems are able to access appropriate supports when they need them.

There are supports in place for children and young people impacted on by parental substance misuse.

What we will do

| Action Code & Title | Due Date | Managed By | Assigned To |
|---|--------------|---|---|
| CLDIP_0105 We will implement parts 4, 5 and 18 of the Children and Young People (Scotland) Act 2014. | 31-Aug-2016* | Head of Children, Families & Justice Services | Manager - Additional Support Needs |
| CP1722_0014 We will develop the range of parenting supports available for parents and carers. | 31-Mar-2019 | Head of Schools and Learning | Service Leader – Early Years & Early Intervention |
| CP1722_0024 We will fully commit to our role as corporate parents and ensure that our partners deliver on their responsibilities towards looked after children. | 31-Mar-2019 | Head of Children, Families & Justice Services | Service Leader – Child Protection & Review |
| CP1722_0025 We will review processes for securing permanent care for children and young people who cannot safely return home. | 31-Mar-2019 | Head of Children, Families & Justice Services | Service Leader – Reduce re-offending |

* Progress on this action has been deferred until the Scottish Government's position on the 'named person' has been clarified. This action will be re-activated when appropriate guidance is received.

How we will measure progress

| Measure | Target for 31 March 2019 |
|--|--------------------------|
| Referrals screened within 24 hours and prioritised | 90% |
| Children registered with a care plan in place within 14 days of registration | 90% |
| Children looked after away from home in a family placement | 90% |
| Young people engaged in substance misuse | Less than 25% |

We will provide educational and social experiences that stretch and challenge our young people.

What will success look like?

Children and young people's engagement in school

The views of families support the achievement of the objective

Curriculum for Excellence levels of achievement in literacy, numeracy and health and wellbeing

Attendance rates in schools

Improved school-based interventions in relation to specific barriers to learning

What we will do

| Action Code & Title | Due Date | Managed By | Assigned To |
|---|-------------|--|---|
| New - We will improve attendance and reduce exclusion rates particularly for vulnerable groups | 31-Mar-2019 | Head of Schools and Learning | Service Leader - Broad General Education, Primary |
| CP1722_0023 We will through small tests of change develop a programme to gauge positive pupil engagement. | 31-Mar-2019 | Head of Schools and Learning | Service Leader - Broad General Education, Primary |
| CLDIP_0086 We will implement ASN Training Strategy to ensure core competencies and standards in staff across localities | 30-Jun-2018 | Service Leader – Additional Support Needs & GIRFEC | Manager - Additional Support Needs |
| CLDIP_0094 We will deliver requirements of 1+2 modern languages initiative | 30-Jun-2019 | Head of Schools and Learning | Service Leader - Broad General Education, Primary |
| CP1722_0015 We will enhance the provision for early learning and childcare. | 31-Mar-2019 | Head of Schools and Learning | Service Leader – Early Years & Early Intervention |
| CP1722_0022 We will develop an Additional Support Needs (ASN) Parent Forum in each locality. | 31-Mar-2019 | Service Leader – Additional Support Needs & GIRFEC | Manager – Additional Support Needs |

| Action Code & Title | Due Date | Managed By | Assigned To |
|--|-------------|--|--|
| CP1722_0030 We will embed industry standard qualifications in the Senior Phase curriculum. | 31-Mar-2019 | Service Leader - Secondary & Lifelong Learner Journeys | SLSO – Employability & Skills |
| New – We will improve opportunities for digital learning | 31-Mar-2019 | Head of Schools and Learning | Team Leader – School Operations |
| New – We will set targets for 'Average tariff score (by quintile)' | 30-Jun-2018 | Head of Schools and Learning | Service Leader - Secondary & Lifelong Learner Journeys |

How we will measure progress

| Measure | Target for 31 March 2019 |
|--|--------------------------------------|
| Children and young people reported to be positively engaged with school. | 80% |
| Parents satisfied with local schools. | 80% |
| Pupils secure in numeracy at each curriculum level. | P1 89% P4 87% P7 85% S3 85% |
| Pupils secure in literacy at each curriculum level. | P1 88% P4 85% P7 86% S3 87% |
| Average tariff score (by quintile)* | Q1 tbc Q3 tbc Q5 tbc |

*This is a new measure. Targets will be established in dialogue with schools.

We will help our young people go to positive destinations – and sustain them – when they leave school.

What will success look like?

Attainment in the senior phase, with a focus on the achievements of school leavers.

Positive destinations of our school leavers

Comparable outcomes for our looked after children, especially those looked after at home

Staying on rates in our schools

What we will do

| Action Code & Title | Due Date | Managed By | Assigned To |
|---|-------------|--|--|
| CLDIP_0101 We will embed industry standard qualifications in the Senior Phase curriculum | 31-May-2019 | Service Leader - Secondary & Lifelong Learner Journeys | SLSO – Employability & Skills |
| CLDIP_0102 We will ensure all schools have a wide range of business partnerships to support DYW. | 30-Jun-2019 | Service Leader - Secondary & Lifelong Learner Journeys | SLSO – Employability & Skills |
| CP1722_0028 We will increase Secondary School staying-on rates through improved flexible learning pathways in the Senior Phase. | 31-Mar-2019 | Head of Schools and Learning | Service Leader - Secondary & Lifelong Learner Journeys |
| New - We will set a target for School leavers participation data | 31-Mar-2019 | Head of Schools and Learning | Service Leader - Secondary & Lifelong Learner Journeys |

How we will measure progress

| Measure | Target for 31 March 2019 |
|---|--------------------------|
| School leavers entering an initial positive destination | 95% |
| School leavers participation data | TBC |

We want Angus Council to be efficient and effective

We will improve our digital capacity to allow our citizens to engage with us as easily as possible.

What will success look like?

Resilient and available council digital infrastructure

Digital services so good people prefer to use them

Services co designed with users and feedback on digital service provision improving

Development and delivery of effective collaborative solutions with public sector and other partners.

Improved digital connectivity in Angus rural primary schools

Angus Council operating as a digital business

What we will do

| Action Code & Title | Due Date | Managed By | Assigned To |
|---|-------------|---|--|
| CLDIP_0116 We will refresh the digital plan [for children & learning services] | 31-Dec-2018 | Head of Schools and Learning | Manager - Support Services |
| CP1722_0047 We will refresh and implement the Council's digital strategy. | 31-Mar-2019 | Head of H.R., Digital Enablement & Business Support | Service Leader – Digital Enablement & IT |
| New - Implementation of Scotland Wide Area Network (SWAN). | 30-May-2018 | Service Leader – Digital Enablement & IT | Team leader - Innovation |
| New - Maintenance of the Council's accreditation to the Public Sector Network (PSN) | 31-Jul-2018 | Service Leader – Digital Enablement & IT | Team Leader – Information Security |
| New - The development of a digitally skilled workforce and a digital enabling culture | 31-Mar-2019 | Head of H.R., Digital Enablement & Business Support | Manager - Organisational Development |

How we will measure progress

| Measure | Target for 31 March 2019 |
|---|----------------------------|
| Number of premises across Angus with access to superfast broadband (30mbps) | 90% |
| Increase in digital services usage/ forms usage/ My account takeup | 70% of households in Angus |

We will deliver our Change Programme.

What will success look like?

The Council has a smaller, high performing and confident workforce

We will develop a culture of high performance, improvement and empowerment

Our leadership is open, visible, engaging and decisive

Our workforce is confident and motivated to experiment, innovate and transform

Our workforce has access to skills development programmes and advice and guidance in using digital tools.

We are implementing our Digital Strategy and fulfilling our commitment to become a digital council by 2020

Our learning and development opportunities build, support and sustain the capacity of our employees and teams.

What we will do

| Action Code & Title | Due Date | Managed By | Assigned To |
|---|-------------|--|--|
| CP1722_0046 We will develop and implement a workforce plan. | 31-Mar-2019 | Head of H.R., Digital Enablement & Business Support | Service Leader – H.R. & Business Support |
| New - We will maximise the potential of ResourceLink, our HR/Payroll System, by increasing self-service opportunities and automating processes wherever possible. | 31-Mar-2019 | Service Leader – H.R. & Business Support | Team Leader – Payroll/Staffing |
| New - We will retrain and upskill employees to ensure they are equipped to support new processes where this is necessary | 31-Mar-2019 | Head of H.R., Digital Enablement & Business Support | Manager - Organisational Development |
| New - We will develop an 'Angus Deal' for employees which describes how we live our values and commit to the behaviours that ensure an open, dynamic and inclusive culture. | 31-Mar-2019 | Strategic Director - People | Manager - Organisational Development |

| Action Code & Title | Due Date | Managed By | Assigned To |
|---|-------------|---|--|
| Evaluate of whether councils values and behaviours are being practised through employee surveys and exit surveys/interviews | 31-Dec-2018 | Head of H.R., Digital Enablement & Business Suport | Manager - Organisational Development |

How we will measure progress

| Measure | Target for 31 March 2019 |
|-------------------------------|-----------------------------|
| Number of processes automated | tbc |