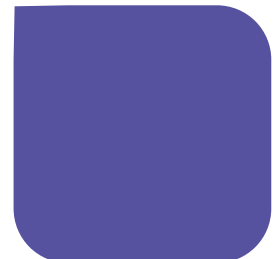
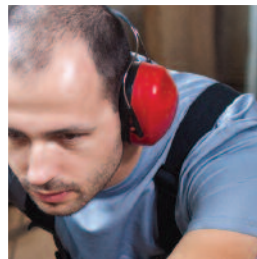
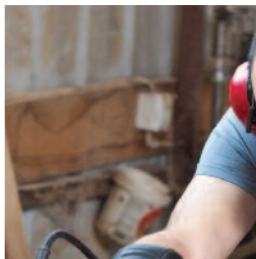
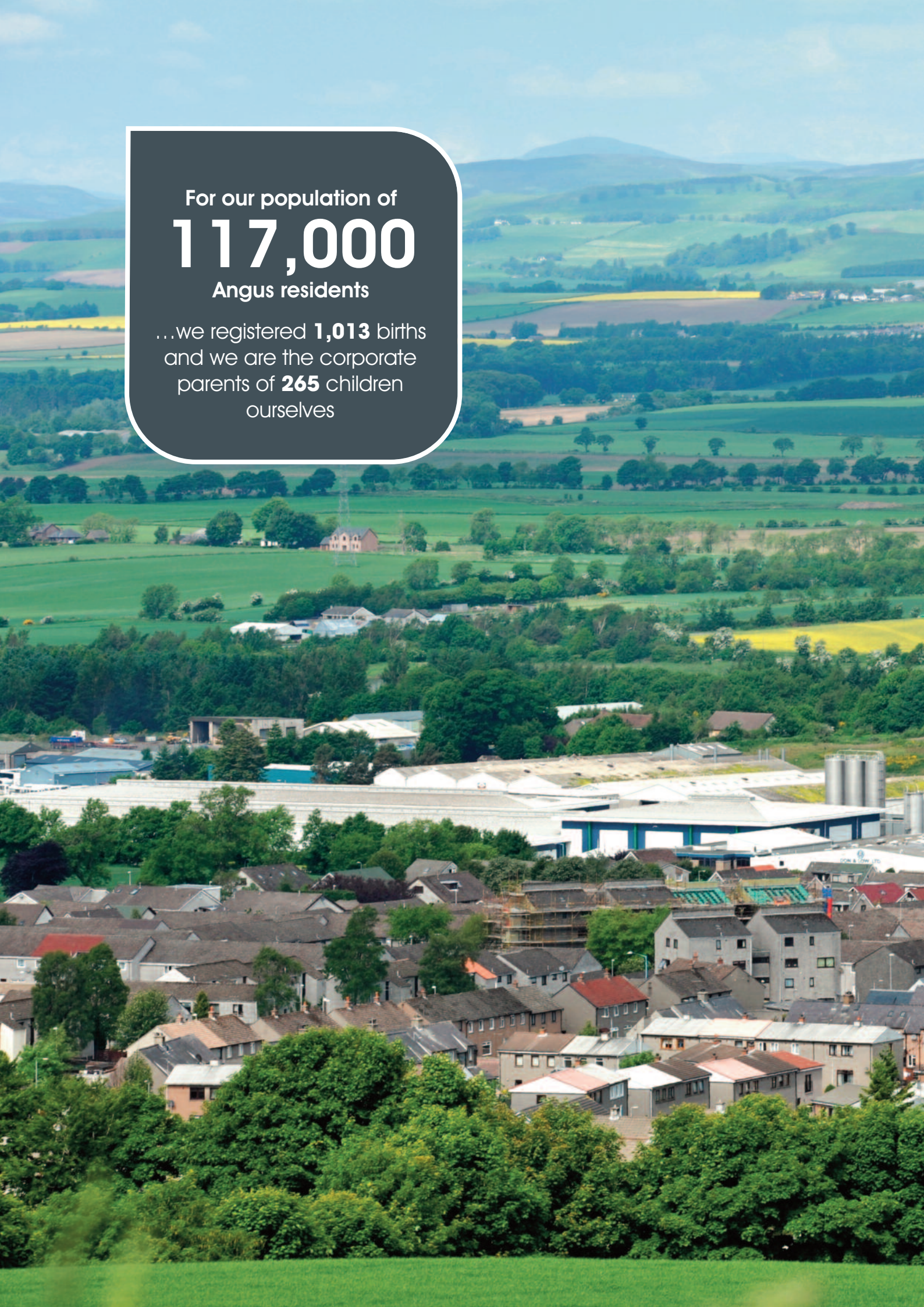


ANGUS COUNCIL PLAN

Annual Performance Report | 2017-18



An aerial photograph of a town and its surrounding landscape. In the foreground, there are lush green trees. Below them is a residential area with many houses, mostly with grey or brown roofs. Behind the houses is a large industrial or commercial area with several large white buildings and some silos. Beyond the industrial area is a vast green field, possibly a park or agricultural land, with some scattered trees and a few small buildings. In the far background, there are rolling green hills and mountains under a blue sky with some light clouds.

For our population of
117,000
Angus residents

...we registered **1,013** births
and we are the corporate
parents of **265** children
ourselves



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Foreword

Our vision is

Angus
is a great place
to live, work and visit

Angus Council's **purpose** is to **improve the outcomes and opportunities for the people of Angus.**

Our priorities are in line with the Angus Local Outcomes Improvement Plan which has the same vision as shown above. We have worked and will continue to work with the third sector, community groups, businesses and other public services to identify the best way to progress.

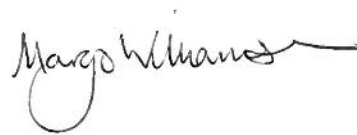
The 2017/18 performance report sets out how Angus Council has governed its decision-making, service planning and resource allocation. Our activities have been based on priorities around economy, people, and place.

Angus Council will be very different by 2022. Being 'better, stronger, more sustainable and smaller' means adapting to circumstances; trying new ways of working; learning and adjusting. This performance reports highlights the work that has been done throughout 2017-2018 to achieve the vision by 2022.

Councillors and officers of Angus Council have been collaborating, innovating and delivering key projects in order to fulfil the intentions, objectives and activities within the Council Plan 2017-2022.



Cllr David Fairweather
Leader of Angus Council



Margo Williamson
Chief Executive of Angus Council

Summary of Council Plan 2017-2022

OUR PURPOSE

Angus Council's **purpose** is to **improve the outcomes and opportunities for the people of Angus.**

OUR PRIORITIES

Economy

We want Angus to be a 'go to' area for businesses

To do this we will:

- engage with Angus businesses through a regular programme to understand their needs and develop our services appropriately;
- work across teams in Angus Council to make it easier, quicker and better to do business and invest in Angus;
- work with partners to improve the physical and digital infrastructure required to support business growth.

People

We want to maximise inclusion and reduce inequalities.

To do this we will:

- intervene early to keep children and young people safe;
- provide educational and social experiences that stretch and challenge our young people;
- help our young people go to positive destinations – and sustain them – when they leave school;
- work with Angus Health and Social Care Partnership to meet the needs of vulnerable adults – and their carers.

Place

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

To do this we will:

- support planning in localities to identify the needs of our communities;
- support and equip our citizens to deliver on their local aspirations;
- increase the supply of affordable housing and improve the Council's housing stock.

Council

We want Angus Council to be efficient and effective.

To do this we will:

- focus on the needs of our customers;
- be efficient and effective in meeting identified needs;
- deliver our Change Programme.

OUR VALUES

- We will continuously seek to improve our services.
- We will act with honesty and integrity at all times.
- We will act responsibly and will be accountable for our actions.
- We will do what we say and do it well.
- We will acknowledge when we get things wrong.
- We will promote equity and tackle discrimination and disadvantage.

Strategic Context

Since the launch of the Local Outcome Improvement Plan (LOIP) in 2017 Angus Council has focused more on priorities and outcomes for Angus Council. There is a clear link as shown between LOIP and everyday work within the Council.



* How Good Is Our Council

Since the Council Plan was launched in September 2017 there has been a greater emphasis on monitoring, evaluating and delivering the best services possible with the resources available. Our priorities are now at the heart of everything that we do and are monitored through our performance tool Pentana. To ensure continuous improvement and self-evaluation we have been using 'How Good is Our Council' (HGIOC) and LEAN to review and change the way we work. The live Pentana updates can be viewed at www.angus.gov.uk/council_and_democracy/performance_and_statistics/how_we_perform

What has become clear in drafting the annual performance report is the need to strengthen the linkages from 'We Will' through to the indicators which need to be clearer. This will be addressed in the Council plan refresh to be put to committee in February 2019. Within the refresh an outline of a different relationship with our citizens will be provided. It will bring together all the themes from strategic reports into the model of Economy, People and Place. Throughout this report the current priorities have been displayed alongside the Local Outcome Improvement Plan as shown below:



Engagement

In preparation of drafting the annual performance report it was necessary to engage staff and collect as much good practice and improvement work as possible. A key message that was promoted was that this is everyone's plan and that everyone has a role to play in delivering on the vision.

Digital Engagement

Due to the increased use of digital tools within Angus Council, initial messages went out through Yammer, Twitter and email. The approach needed to be fully inclusive of all staff within the Council however it was felt this was a good starting point and encouraged digital engagement. From this we received 18 case studies from across the Council, some of which feature in this report and the others will be used to promote the links to the plan throughout the year. One of the great successes of this was that we collected case studies of work that is relatively unknown within the Council which generated enthusiasm among other staff who were keen to know more.

Staff Development Sessions

As not everyone has access to the digital tools within the Council, 3 staff sessions were held over the space of 3 weeks and 2 locations. In total 108 people attended from across services. At these sessions we explored the Council vision and priorities, supporting people to see where their role fitted and the valuable contribution they make. At these sessions filming was done highlighting how staff felt at the end which is a valuable message for us to use and promote. The feedback was very positive with a general comment that people were happy and wanted to be included, a theme we will build on.



Community Planning Partners

From 1st April 2018 a series of meetings and workshops have taken place to better engage the partnership which leads on the Local Outcome Improvement Plan (LOIP). These sessions have helped to strengthen the links between partner strategies and align these more closely to the LOIP. The priorities highlighted over pages 7-25 have been linked to the LOIP outcomes.

Way Forward

To ensure continued engagement with the Council Plan and the scheduled refresh in February 2019 it is proposed to make staff sessions a regular feature and use all of the digital tools available to keep emphasising the messages within the Council Plan and encourage staff to share any work they are doing which showcases good practice, overcoming challenges and delivering on outcomes.

We've taught over

200

residents to develop their
English language and **192**
adults to improve their
reading, writing and
number skills

We want Angus to
be a 'go to' area
for businesses

Skilled & adaptable workforce



What success looks like...



High employment levels



Opportunities for young people



Streamlined journey from school to work

What have we done

Shared Apprenticeship Limited (SAL) This was previously the Angus Shared Apprenticeship Programme but given its success it was expanded in 2017 to include Dundee for the first time. The scheme allows smaller firms to apply for an apprentice where the firm could not normally commit to a full apprenticeship which is ideal for the growth of SMEs in Angus. Apprentices are able to complete a full programme of training by working with a number of different employers, to gain the skills they require to become qualified. This variety of roles and experience mean that SAL apprentices are highly skilled and sought after by employers. In total the team have worked with 32 employers and achieved the following:

Year 1 (2015): 11 (6 joiners, 1 roofer, 4 brick Layers)

Year 2 (2016): 13 - 7 joiners, 2 painters, 1 roofer, 3 brick Layers

Year 3 (2017): 11 - 6 joiners, 1 painter, 2 electricians, 2 brick Layers

How are we progressing?

- | | |
|---|---|
| <ul style="list-style-type: none">● We will identify skills shortages and future skills needs to support businesses and work with partners locally to create opportunities for training and jobs. | <p>World Host Training – Support has been given to tourism sector businesses and also all of Angus Alive frontline staff have been trained up to provide a higher level of customer service. Progressing Year 2 of Angus Works programme supporting work experiences for young people as the largest local employer.</p> |
| <ul style="list-style-type: none">● We will support key sector business growth by offering recruitment, training and skills development. | <p>This year staff have supported key employers including Journeycall (joint recruitment days); Dawnfresh (ran an Open Day); Abbey Fruit (presentation made to EmployabilityTAY group and referrals via DWP); Hydrus (ran an Open Day); Taxi firms (bespoke Academy including World Host training); Strathmore Foods (pre-recruitment filtering and presentation to EmployabilityTAY); Royal Hotel, Forfar (contract advice and guidance).</p> |
| <ul style="list-style-type: none">● We will work with unemployed adults to support their return to work. | <p>Employability 3 contract has proved to be very successful this year with 16 places contracted, 10 filled to date, one has completed and moved on to an apprenticeship at Dundee & Angus college. Nine trainees ongoing with the opportunity to gain apprenticeships.</p> <p>Personal development Fund 13 full time job outcomes and 4 part time outcomes since start of April 2018 contract.</p> <p>EmployabilityTAY contract: 3 cohorts completed, 28 started with 12 into jobs to date, 2 more cohorts to complete contract.</p> <p>101 adult learners have been supported to get a qualification – for some their first ever qualification.</p> <p>192 residents have been taught to improve their reading, writing or numeracy skills.</p> |

What's next?

- We will implement the Tay Cities engineering project which will support the current and future workforce;
- We will work with regional partners on the EmployabilityTAY programme to move more people into work;
- We will identify sectoral skills gaps and support training with partners to fill gaps and support future skills needs. Year 3 of Angus Works will see a focus on supporting the work experience of vulnerable learners and the offer of placement extend to partner organisations

Attractive employment opportunities



What success looks like...



Our economy is thriving & growing



Flexible and high value job opportunities



Wage levels are higher than the National Average

What have we done

The Montrose South Regeneration project - Since 2013, the private sector has invested over £100 million and created over 200 jobs with further investment in the pipeline. Angus Council, working with partners, has led the project which has brought life back into a badly neglected, run down, challenging former industrial area. The cost to the public purse £3.1 million – largely associated with the creation of a new spine road has provided better access for businesses and port users and helped segregate commercial and residential traffic.

How are we progressing?

<ul style="list-style-type: none">● We will engage and work with more businesses in Angus to help them thrive and grow including social enterprise.	<p>The Angus social enterprise strategy has been drafted and we are working in partnership to increase the capacity of the third sector through development sessions. The creation of Angus Business Connections which was funded through the Angus Rural LEADER Programme is supporting micro and SME start up and growth in rural areas.</p>
<ul style="list-style-type: none">● We will publish a medium-term procurement plan to allow businesses to plan ahead.	<p>In line with our duties under Sections 15 and 18 of the Procurement Reform (Scotland) Act 2014, we have produced the Angus Council Procurement Annual Report 2017/18. We have also published a review of organisational procurement strategy for the current financial year which sets out our strategic aims, objectives and priorities. The procurement strategy forms part of a wider strategy for the three Tayside Councils (Angus, Dundee City and Perth & Kinross) and should be read alongside the Tayside Procurement Consortium (TPC) Strategy 2015-2020.</p>
<ul style="list-style-type: none">● We will develop and participate in Tay Cities projects and collaborative work streams.	<p>The Tay Cities Deal announcement is expected in September. The strategy aims to grow the region and address inequality and it is hoped some 50 projects will be delivered, creating 15,000 jobs with a value of £1.8bn to the region. Through collaboration we have established a Tay Cities Trade and Investment Group and launched Scotland's Tay Country regional destination marketing campaign.</p>
<ul style="list-style-type: none">● We will review our public transport provision to maintain value for money.	<p>We review our public transport provision continually by monitoring contract usage and re-evaluating contract routes to ensure we maintain best value for money from contracted services.</p>
<ul style="list-style-type: none">● We will maintain Arbroath Harbour and our leased business properties.	<p>Funding has been secured for pontoons from the European Maritime and Fisheries Fund which will increase the amount of boats able to dock, increasing the harbour's competitiveness.</p>

What's next?

- We will work with the third sector to implement the Social Enterprise strategy;
- We will invest in our business units (or review/dispose) to ensure long term sustainability of the stock and maximise income as well as protecting the 1,000 people employed in our business units;
- We will continue to support industry led sector groups to encourage empowerment and development of the sectors including looking at new structures where possible.

Inclusive & sustainable economy



What success looks like...



Angus is a key tourist destination on the East Coast



Angus is digitally connected



Our businesses are growing

What have we done

Investment in digital connectivity is vital to support Scotland to become a world class digital nation and to meet the target of 100% of premises with speeds of at least 30Mbps by the end of 2021. Along with the current national DSSB Programme and the forthcoming R100 Programme it is necessary for Angus to support its citizens, businesses and visitors with investment. It is essential to consider the infrastructure alongside both digital skills and digital services in order to future proof our economy. The Business pilot now offers service to both Kirkton and Orchardbank Business Parks. To maximise accessibility and capacity of infrastructure to rural businesses a further extension of the pilot is proposed to utilise Television White Space TWWS to reach 10 business locations for a period of 12 months. This project would see the findings collated in conjunction with Perth and Kinross Council who will undertake a similar pilot but who will require installation of backhaul.

How are we progressing?

● We will ensure implementation of the e-Development Scot Programme in respect of on line Building Warrant and Planning Applications.	The e-Development Scot Programme has been fully implemented and around 80% of all planning and building warrant applications are now submitted online, with numbers continuing to rise.
● We will increase the number of visitors to Angus.	Large scale events such as The Open and Bon Fest increased visitor numbers for 2018. Current marketing tools eg Visit Angus have generated more interest in the area. This website has been redeveloped and relaunched and we have increased digital media engagement. Regional collaboration has seen the establishment of Scotland's Tay Country.
● 50 businesses will be signed up to accessing high speed radio broadband as part of the Business Angus pilot programme.	We have signed up 2 businesses to date due to delays with legal agreements for land which has delayed progress.
● We will further develop the Business Angus one stop approach and customer relationship programme.	The Business Angus website has been redeveloped and improved and there has been increased digital marketing to engage with more businesses supported by strong relationships with sector businesses.
● We will resurface and surface dress parts of our road network and maintain roads within budget limitations.	In the financial year 2017/18 we surfaced around 23.4kms of road and surface dressed around 75kms. Good practice suggests we should be surfacing a road ideally once every 40 years i.e. 45kms a year. We are however surfacing our roads on average once every 77 years approx. Realistically budgets would need to be much higher and few if any local roads authorities achieve this. In terms of surface dressing ideally good practice suggests treatment every 10 years, 180kms a year. We have set a target of 2.5% which was achieved. Proof of performance may be taken from reasonably good Scottish Road Maintenance Condition Survey Results (SRMCS) – a mechanical based survey of all road authorities roads carried out annually and reasonably low claim settlement rates. Last year 22,384 potholes were filled to improve road condition and reduce damage to vehicles.

What's next?

- We will build on the success of 'The Open' ensuring that there is a Legacy for businesses, communities and the people of Angus;
- We will support industry led networks eg the Angus Tourism Cooperative to develop and grow;
- We will establish an Angus industry led business forum;
- We will resurface and surface dress parts of our road network and maintain roads.



We've cut
2,210kms
of verges of our roads,
including the **75km** we
skim and resurface and
22,384 potholes
we fill.

We want to maximise
inclusion and reduce
inequalities

Our social workers
support over

200

children through
Children's Hearings and
1,400 other children's
cases.

Best start in life



What success looks like...



Our children, young people and families do not experience child poverty



Our children, young people and families feel that their voice is heard and that they are fully included in their communities in Angus



Our children and young people are safe

What have we done

Planning for first wave of capital expansion is well underway, including a 205-capacity new build Early Learning and Childcare centre in Carnoustie, designed to include maximum options for indoor/outdoor play and learning, sensory facilities, flexible space for Additional Support Needs considerations and meals provision. A similar project will be developed in Forfar. Extensions to existing schools are also being designed with all of this in mind and consultation events taking place to ensure community involvement.

Significant work is underway to develop the workforce to deliver on our early year's commitment including support to over 60 council staff to be retrained in Early Learning and Childcare.

A pilot scheme established in Forfar for partnership working with childminders will deliver a shared care model and test quality options for the expansion, focussing initially on eligible 2 year olds. Plans to expand to Arbroath are imminent. A universal family learning resource has been developed to support children's learning at home.

Last year The Angus Annual Education Plan was developed in the context of the first ever Tayside Integrated Children's Services Plan. Our collaborative working was further enhanced in January this year

when a requirement was introduced to produce a Tayside Regional Improvement Collaborative Plan focused on joint educational efforts. Recent school inspections have positively highlighted how Angus schools are making a key difference to outcomes for our children and young people. Development work is also underway in partnership with Dundee and Angus College to provide more flexible learning options in the senior phase of education.

How are we progressing?

<ul style="list-style-type: none">● 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.	<p>Pupil equity funds have been used to target support for our most vulnerable learners. Evaluation of the impact of this funding is currently underway to ensure that outcomes have improved for this group. Data packs have been developed for each school to enhance their understanding of the needs of their school community and inform interventions.</p>
<ul style="list-style-type: none">● We will develop the range of parenting supports available for parents and carers.	<p>We have had a considerable focus on developing approaches to supporting parenting. The Family Nurture Team have been established to deliver the Incredible Years Programme to children aged 0-8; 'Five to Thrive' is now being offered to a range of children and families across Angus; Strengthening Families parenting programme is delivered in partnership between third sector and statutory services for parents of children aged 8 plus and for families where there are additional needs identified, Managing Children's Behaviour and Managing Teenage Behaviour courses are offered via social work services. A family learning resource focused on literacy, numeracy and health and wellbeing has been developed.</p>
<ul style="list-style-type: none">● We will enhance the provision for early learning and childcare.	<p>We have made significant investment in the development of flexible early years approaches to meet the needs of our families.</p>
<ul style="list-style-type: none">● We will use the Angus Standards in reading and writing as a benchmark to assess progress in 100% of Angus schools.	<p>Angus Standards have been replaced by National Benchmarks which are in use across the Authority supporting teachers' professional judgement; a Schools and Learning Support Officer (literacy) is in place to support schools to effectively use of the resource to enhance effective assessment and moderation.</p>
<ul style="list-style-type: none">● We will contribute to the multiagency whole family approach pilot to reducing the impact of substance misuse on children, young people and their families.	<p>The Whole Family Approach pilot has now concluded. Work continues through the Angus Alcohol and Drug Partnership and Child Protection Committee to ensure that a whole family approach is embedded in practice and informs new service design.</p>

-
- 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.

Findings of school visits undertaken in September 2017 with a focus on raising attainment in numeracy have identified a number of key features which will inform next steps in Angus and the work with the Tayside Regional Collaborative. Explicit reference has been made to Scottish Government 2016 'Making Maths Count' publication to inform this work.

-
- We will use the Angus Standards in Numeracy as a benchmark to assess progress in 100% of Angus schools.

Angus Standards have been replaced by National Benchmarks which are in use across the Authority supporting teachers professional judgement. In Angus a full complement of Quality Assurance Moderation Support Officers are in place and have attended national training which will be utilised to improve numeracy practice in all schools.

What's next?

- As part of the Tayside Plan for Children, Young People and Families, we will work alongside families (pre-birth to five years) to improve children's wellbeing and encourage early social and emotional development. In partnership with parents and carers, we will support children in their early years to ensure all children and young people in Tayside are given the best start in life;
- We will plan and implement all work streams of the Angus Early Years Expansion programme in line with the contents of the Angus Early Years Blueprint for Expansion and the expansion programme plan;
- We will continue to evaluate our support to parents; Parental Engagement Officers will work with communities to assess local need; where support is required, we will identify needs early and offer support;
- We will continue our commitment to fulfilling National Improvement Framework Priorities and in line with the Tayside Regional Improvement Collaborative, will focus on a range of priorities including numeracy.

We engage young people in over **60** youth work projects across Angus, with over **400** young people attending Friday night projects

A photograph of four students in maroon school uniforms sitting at a long desk in a computer lab, typing on keyboards. The students are in profile, facing right. The background shows a window with a view of a building and some greenery. The text '225' is overlaid on the left side of the image, with a vertical line to its left.

225

young people achieved
Duke of Edinburgh
Awards last year.

Opportunities for achieving success



What success looks like...



Early Interventions for young people



Our looked after children and young people experience the same outcomes as their peers including educational attainment, employment and health outcomes



Close attainment gap

What have we done

We have focussed on improving systems to ensure the early identification of children and young people who may require additional support. As part of this work, multi-agency Locality Action Teams (LAT's) are being established in each locality. LAT's ensure that children who may benefit from early help are provided with the best services and that agencies work together to address issues within local communities i.e. provision of group work, targeted services.

When agencies or members of the public have concerns for the welfare of a child, the newly established Angus Care and Protection Service offers one point of contact for child concerns. This model ensures that children accessing social work services receive a consistent response and delays are minimised. This service review has been evaluated positively with evidence that children and families receive an improved service.

We have refreshed our approach to Corporate Parenting and launched our Corporate Parenting Plan 2017-2020 to deliver our 'pledge' to Looked After Children and young people. A Lead Officers Group manages the plan on behalf of the Corporate Parenting Board.

www.angus.gov.uk/media/agenda_item_13_report_no_35917_angus_integrated_childrens_services_corporate_parenting_plan_0

Through this Plan partners are working together to ensure our looked after children are supported to achieve the same outcomes as their peers; for example, looked after children are supported to access work experience through Angus Works; schools have monitoring systems in place to ensure looked after children are provided with early intervention and support to achieve positive outcomes; Active Schools are working with looked after children to overcome barriers to participation in sports and leisure and our family placement service is working to recruit local family based carers and ensure children are offered stable family placements in their own communities.

Schools are actively encouraged to explore approaches to reduce the impact of poverty through a focus on the cost of the school day.

This includes supporting families to maximise income, provision of breakfast clubs, promotion of facilities such as food banks, access to school uniform and work to reduce the cost of the school day. Universal access to free sanitary products in schools is in place from August 2018. With effect from August 2018, we are now funding snacks for all funded children in council and external early year's settings therefore reducing the financial cost to parents.

How are we progressing?

● We will prepare a long-term School investment Strategy.	On 13 June 2017 Children and Learning Committee approved the Strategy which set out the long term vision for our learning estate and instructed that implementation plans covering 5-; 10- ; and 30 year plans were developed.
● We will implement Angus Developing Young Workforce Plan.	DYW thematic review has been piloted in one school and will now be rolled out to all secondary and some primary schools. This will provide base line data to determine progress in the implementation of DYW in relation to Scotland's DYW strategy.
● We will increase Secondary School staying-on rates through improved flexible learning pathways in the Senior Phase.	We continue to focus on supporting young people to stay on at school for as long as possible through the provision of a meaningful curriculum. The percentage of young people in initial positive destinations continues to be higher than the virtual comparator.
● 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.	Early identification of young people at risk of not achieving a positive post school destination is the priority of secondary schools' Joint Action Teams. Effective partnership working with Skills Development Scotland continues to support young people who require additional support to maintain a positive destination.

<ul style="list-style-type: none"> ● We will embed industry standard qualifications in the Senior Phase curriculum. 	<p>There is a commitment for further engagement and planning towards increased alignment between Angus secondary schools and Dundee & Angus College with respect to the senior phase offer. Secondary Head Teachers have collaborated with regard to curriculum planning and have committed to further planning meetings next session to extend the range of senior phase curriculum models.</p>
<ul style="list-style-type: none"> ● We will help citizens get online by providing advice and support services and access to equipment in local communities. 	<p>See below</p>
<ul style="list-style-type: none"> ● We will provide or arrange support and advice so that citizens of all ages can participate in a digital world and have access to affordable forms of finance. 	<p>See below</p>
<ul style="list-style-type: none"> ● We will develop a digital support network with partners and volunteers. 	<p>The work ongoing in communities to support digital skills has been life changing for some people with great stories of families re-connecting, reduction in social isolation and increase in local skills.</p>

What's next?

- We will implement the School investment strategy;
- We will use specific grant funding to test methods of improving attainment outcomes for care experienced young people;
- We will raise the profile of good corporate parenting in Angus and our young people will be fully involved in influencing and making decisions about their own plans and plans for their communities;
- We will provide a responsive service that reduces the number of placement changes for children and young people;
- We will continue to focus on the early identification of children in need and ensure early intervention is targeted;
- We will continue to ensure that reducing inequality and minimising the impact of child poverty underpins all the work we do in the Council to make Angus the best place to grow up.



14,984 children

every day, taking **3,600** of them to and from **61** schools and feeding **6,900** of them at lunchtime.

Physically, mentally & emotionally healthy



What success looks like...



Effective interventions are delivered to prevent and reduce the risk of further offending



Safely and effectively manage and support those who have committed offences to reintegrate into local communities and realise their potential for the benefit of all citizens



Partners plan and deliver services in a more strategic way

What have we done

Work has been carried out by the Educational Psychology Service on supporting staff to understand and support young people experiencing grief, loss and bereavement. Comprehensive guidance has been drafted and shared across schools to ensure young people experiencing issues likely to impact on their emotional wellbeing have their needs met.

Angus Council are active partners in Tayside Priority Group on Mental Health and Wellbeing. As part of this group we are developing a mental health strategy for Tayside. A curriculum framework to prevent early initiation into substance use has also been developed and will be rolled out across schools in Tayside.

Domestic abuse is a priority area both nationally and locally, with incidents of domestic abuse and other domestic related incidents rising in recent years. Criminal Justice Social Work have developed an Understanding Relationships group work programme as an early intervention approach to developing healthy relationships and have further developed the court-mandated perpetrator intervention programme (The Fergus Programme) to ensure effective, targeted intervention for those

convicted of domestic abuse. 'Mentors in Violence Programme' is being piloted in two secondary schools in Angus with positive results. Through Angus Violence Against Woman Partnership, 15 Champions have been trained in applying a 'Safe and Together' approach to working with woman and children experiencing domestic abuse. The Safe and Together model is a strengths based approach to working with victims and holding perpetrators to account. Our plans to tackle relational violence are holistic starting from prevention through to protection and recovery.

Childhood healthy weight continues to be a priority across Children's Services Partnership with work being led by Health on a Tayside Child Healthy Weight Strategy.

How are we progressing?

● We will improve parks play areas.	A new play park has been developed at Brechin campus for young people which has had a lot of positive press and feedback from local people.
● We will develop an Additional Support Needs (ASN) Parent Forum in each locality.	This is now in place and providing a useful forum for families.
● We will through small tests of change develop a programme to gauge positive pupil engagement.	Pupil Equity Funding has been used to create bespoke learning pathways. Young people have had their say on the changes to the secondary school week and work is planned this school session to seek further views about continuing to improving school engagement.
● We will fully commit to our role as corporate parents and ensure that our partners deliver on their responsibilities towards looked after children.	Our Corporate Parenting Plan sets out how we will improve outcomes for our looked after children between 2017 and 2020. We are currently focussing on our engagement and involvement of looked after children and young people.
● We will review processes for securing permanent care for children and young people who cannot safely return home.	A full review of our permanence processes has been undertaken. The findings have informed proposals for the future service structure.
● We will take forward initiatives within our Housing Contribution Statement to support Health and Social Care Integration.	Help to Live at Home has been an evolving project and partnership piece of work putting the customer at the centre of crucial care. Moving forward full use of the CM2000 system for monitoring service delivery along with the new provider arrangements will improve service provision.
● We will update and then complete the actions in our financial inclusion strategy.	Our Financial Inclusion Group are developing a strategy to reduce the impact of poverty in Angus.
● We will develop our approaches to preventing financial harm.	Angus Financial Abuse Support Team is established and has had a high degree of success in early identification and intervention of those at risk of financial harm. The approach of Angus Council and Partners is highly commended nationally.

What's next?

- We will implement our Youth Justice Strategy to ensure multi-agency collaboration to prevent young people becoming involved in offending;
- We will continue to develop our response to safe and healthy relationships including rolling out the Mentors in Violence Programme, developing our 'Safe and Together' strategy and ensuring children affected by domestic violence are offered support, protection and opportunities to recover;
- We will further explore options to deliver interventions for perpetrators of domestic abuse who are not subject to court orders;
- We will implement a Tayside Mental Health Strategy for children and young people;
- We will be partners to the development and implementation of a Tayside Child Healthy Weight Strategy.

We work with **308** criminal justice cases with **357** court orders currently open, as well as submitting approximately **540** Criminal Justice reports.

We deliver

**7,318
hours**

of personal care per week
to around 1,000 people
of all ages, to help them
stay in their own homes.

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

Safe, secure, vibrant & sustainable communities



What success looks like...



The needs of our communities are met



Communities are empowered



Our communities are safe and secure

What have we done

Community Asset Transfer (CAT) involves the transfer of the responsibility for an asset from the council to a community group or voluntary organisation. Since its introduction in 2017 this has taken several forms including transfer of management responsibility of a Council asset, short or long term lease and transfer of outright ownership. This is very much in line with the Community Empowerment Act and has proved very successful in Angus to date with the transfer of toilet blocks, allotments, football pitches and unused buildings. The process put in place to assess these transfers has been held up as exemplar and is being shared with other Local Authorities.

www.angus.gov.uk/community_empowerment/community_ownership/community_asset_transfer

How are we progressing

- | | |
|---|---|
| <ul style="list-style-type: none">● We will, with support from the Improvement Service, identify pilot initiatives in key areas which can demonstrate how to make budgeting for priorities and outcomes achievable. | <p>As part of the Locality planning process locality Implementation Partnerships have been developed to take forward delivery of local outcomes which includes the crucial element of participatory budgeting.</p> |
| <ul style="list-style-type: none">● We will lead the implementation of the Council's Tenant Participation Strategy. | <p>Angus Council's Tenant Participation Strategy, aimed at involving tenants in key issues affecting their neighbourhoods, is making good progress. There have been more than 80 meetings between tenants, community representatives and staff. This year, as in previous years, there was full tenant involvement in setting Council house rents, with more than 800 tenants replying to a questionnaire asking about the rent setting options. There are now eight registered tenant organisations in Angus, with further groups in Carnoustie and Montrose working towards registration.</p> |
| <ul style="list-style-type: none">● We will upgrade our library provision. | <p>A priority for Angus Alive. Angus Alive have been successful in securing LEADER funding to replace and enhance the Library vans which tour rural Angus.</p> |

What's next?

- We will work with and for our communities to deliver priorities set out in locality plans;
- We will lead the Angus Community Planning Partnership and deliver in partnership the Local Outcome Improvement Plan;
- We will support communities to apply for assets under the Community Asset Transfer process.

Environment enhanced, protected & enjoyed



What success looks like...



Angus has a first class environment



Our communities are engaged in what they need



Our children enjoy being active outdoors and can play in a safe, friendly environment

What have we done

We have undertaken a play area strategy to improve our outdoor play areas. By March 2019 we will have completed our five year improvement plan. In July the new public play area at Brechin Community Campus was launched with great feedback.

The Local Government Benchworking Framework reports adults satisfied with cultural and leisure facilities remains high at >70% however the number of adults satisfied with our parks and green spaces is 87%.

How are we progressing?

● We will maintain our open spaces and leisure facilities.	We inspect 48,805 memorial headstones annually in 72 graveyards to ensure safety and preservation of the historic environment.
● We will facilitate delivery of projects within the Strategic Housing Investment Plan.	88 new build affordable housing units were completed in Angus in 17/18.
● We will deliver projects in our capital programme within a balanced Housing Revenue Account.	Our HRA had a turnover of £26M with a capital programme in 17/18 of £11M.
● We will deliver 25 new build flats and 4 new build houses with low carbon footprints as part of Affordable Housing Programme at Chapelpark.	£6 million has now been invested in this site which aimed to transform a B-listed school building into 29 high quality affordable homes.

What's next?

- We will improve access to our services and protect and enhance our environment;
- We will promote healthy living through improving our parks;
- We will increase the delivery of new affordable housing to 600 over 5 years and the number of new supply Council units to 300 over 5 years;
- We will continue to protect and enhance our environment through application of Development Plan policies and ongoing enhancement work.

We plan, manage and deliver a budget of **£252m** and have made saving of over **£33m** over the last four years.

Carbon footprint reduced



What success looks like...



We are a low carbon area



Angus housing stock is energy efficient



Our recycling levels are excellent

What have we done

The Brechin Flood Prevention Scheme is now complete. The integrated flood and drainage scheme will protect the town from flooding and consists of direct defences, flood embankments, flood walls, upgrades to the existing surface water drainage system, work on the Denburn Culvert and installation of three submerged pump stations. It will provide a 1 in 200 years' current-day standard of defence. As well as new road surfaces and footways and new lighting and seating areas, environmental enhancements included landscaped and grassed embankments, the installation of bird and bat boxes and upgrades to the play park facilities at the Inch.

How are we progressing?

- We will develop our Flood Risk Management Plans along with appropriate flood and coastal protection.

Arbroath and the Brothock Water area have historically suffered from flooding. In 1987 a flood prevention scheme was constructed to limit over-bank flows from the flooded areas. After further flooding, work was carried out to identify the potential flood risk in Arbroath from both river and coast. This resulted in the Arbroath Flood Prevention Strategy which identified actions to reduce flood risk in the town, and the development of a flood protection scheme. The flood protection scheme will provide a 1 in 200 year standard of protection. When it's finished, 530 people will no longer be at threat from flooding and damage costing approximately £840,000 each year will be prevented.

-
- We will procure 42 units of affordable housing at Guthrie Hill/Smithy Croft area.

The new housing in the Abbey Quarter is on site and will complete by early 2020.

-
- We will improve the quality and affordability of homes.

We have installed 250 new kitchens, 400 heating systems and improved insulation in 400 homes as well as adapting 200 homes for those with additional needs to improve quality of living, reduce fuel poverty, and allow people to stay in their homes longer.

What's next?

- We will explore options for Solar to reduce CO²;
- We will progress the Angus Sustainable Energy Action Plan and Adaptation Plan.



7670 properties

includes **350** new affordable council homes in which we're investing **£90m** in over the next five years

So far in 2018,

396,562
visitors

to angus.gov have
accessed **6,300** pages
of information and self-
served **15,115** times

We want Angus
Council to be efficient
and effective

We place our customers at the heart of all that we do



What success looks like...

- ★ Provide a garden waste service that meets the needs of our customers
- ★ Ensure that subscription fees allow service cost recovery
- ★ Be digital by default and encourage channel shift

What have we done

Regional collaboration is now a critical element in terms of continuation of efficient and effective services for the future. A lot of work has started on services that have regional elements and those that require a more localised approach. The change programme has fostered key elements including payroll, procurement, digital and back office services. Complementing this is the Tay Cities Deal which should be signed off by the end of September 2018 and aims to create 15,000 jobs and bring £1.8 billion into the region.

How are we progressing?

<ul style="list-style-type: none">● We will refresh and implement the Council's digital strategy.	<p>The Council's aim is to be Digital by 2020 which is on target with the introduction of digital payments in schools to improve the customer journey for parents. Alongside this we have started Implementing Redesign Process Automation (RPA) to automate manual, rules-based processes and offer re-training and re-skilling opportunities.</p>
<ul style="list-style-type: none">● We will develop - and report on – a new performance framework for the Council, based on this plan.	<p>Following the management restructure there is now a team in place working on transforming performance to be more outcomes focused. This includes creating data packs and the re-design of the Council plan into an Angus Deal which will incorporate a philosophy of evidence based decision making.</p>
<ul style="list-style-type: none">● We will implement a new contact centre system to enhance the customer journey and secure efficiencies.	<p>This project has given us the opportunity to undertake a full redesign of the way in which customers transact with the Council. It has allowed for the management of customer contact more effectively, consistently and has improved the customer journey. Moving forward one of the main routes to this will be by establishing an Omni channel contact centre.</p>
<ul style="list-style-type: none">● Introduced the first chargeable garden waste service in Scotland in 2016.	<p>We introduced in 2016, the first council to do so in Scotland. The online process was reviewed as a result of customer contact and comments taken on board to make the journey more customer friendly. This plan – review – do philosophy will be enhanced further as we move more services online. The number of subscriptions has reduced slightly in 2018 - it is believed that of those that originally signed up, some have found that they did not use their bin often. We have achieved a shift in encouraging more residents to sign up online – 79% subscribed this way in 2017 compared to 56% during 2016.</p>

What's next?

- We will ensure that our online forms are as user friendly as possible for our customers;
- We will introduce the option to pay by direct debit (online) and Cash2 as a further phase of removing cash payment facilities;
- We will continue to explore where we can make our system processes more efficient through more direct point of access success;
- We will improve our digital capacity to allow our citizens to engage with us as easily as possible.

We are responsive, accessible and fair to all



What success looks like...



Everyone can access services in a fair manner



Our customers are satisfied with the speed and content of our response



We meet the terms of our customer strategy

What have we done

A key ambition of the council is to be digital by 2020. The detail for achieving this is captured in our digital strategy and roadmap, aimed at improving how we both run our business and interact with our customers. The Digital Strategy, Digital Workplan and Technology roadmap have all further embedded accessibility to ensure that we are inclusive and provide a fair service for all of our customers. Moving forward we are now engaging with the Angus third sector interface to engage charitable organisations representing diverse groups as part of process co design and testing. Areas being explored over the 6 months include text services for people who are deaf or BSL users.

We have increased the number of people accessing our services on line with 30,431 people signing up to MyAccount and accessing self serve 15,115 times.

How are we progressing?

● We will deliver our Change Programme.	The change programme is constantly evolving and proactive around potential innovations, transformation and efficiencies. The governance in place has ensured a quicker pace on delivering on the change programmes projects.
● We will develop and implement a workforce plan.	The workforce plan was signed off at the same committee as the Council plan and links closely with the overarching messages. The service re-design is well underway with the manager review completed and a first stage review of the business support function complete.
● We will reduce the number of buildings we use to make better use of space, save money and reduce our carbon footprint.	A major piece of work has been the one council estate review and this has been complimented by the Agile working project. Some key developments include the movement of staff out of William Wallace House and St Margaret's House which will provide income and efficiency. A key consideration moving forward is how Council property can be used in the most effective and timely way (this will include disposing of it where this provides best value for money).

What's next?

- We will progress with Angus Schools for the Future programme;
- We will implement the Agile Locality Hub programme;
- We will create an Angus Deal which will incorporate our service delivery for communities, business and staff;
- We will reduce our call waiting times within the contact centre;
- We will make contacting the Council more accessible through the one contact centre.

Our services represent Best Value and are focused on the greatest needs



What success looks like...



Clear identifiable benefits are delivered in every project



Our service re-design is in line with what our customers need



Our customers are enthused and contribute to our services

What have we done

There are a number of internal systems that have been re-designed which contribute to our objective to be a digital council. These services include a new budget module which has been rolled out throughout the Council to ensure the budget monitoring and zero based budgeting can be influenced. The roll out of the GDPR legislation has also been a significant piece of work which has affected all services and the designated information officers have done a great job to ensure the legislation has been upheld. Linked to this 8 drop in sessions were organised for non-pc users to support them to complete the GDPR e-learning module and giving them support to use digital technology.

We are about to embark on a project as we work towards Energy Efficiency Standard for Social Housing (EESH) which follows on from energy efficiency standards set out in the SHQS (Scottish Housing Quality Standard). By achieving the ratings of EESH it will mean that no social housing will have an energy efficiency rating of lower than a 'C' or 'D', therefore providing our tenants with good quality, warm, low carbon homes; EESH "is also intended to help meet Scotland's Climate Change

targets and to help protect tenants from the impact of fuel poverty.” As part of this contract we will be looking at such measures as external wall insulation, internal wall insulation, floor insulation etc to meet the targets set out – but also being mindful of EESSH2 where all social housing across Scotland will need to have an EPC rating of B or above by 2032.

How are we progressing?

<ul style="list-style-type: none">● We will investigate and implement measures to improve fuel efficiency for waste collection vehicles and monitor fuel usage.	Established in 2017 a new Climate Change Member Officer Group (CCMOG supported by Working Groups and partners, focuses on adaptation, carbon reduction and sustainable development. Priority work underway includes: a new area wide Sustainable Energy and Climate Action Plan; the development of an Adaptation Action Plan and input into a Sustainable Procurement Action Plan. Embedding more sustainable practices in staff behaviour has also been a key priority and contributes to meeting the Council’s annual and national 2020 emissions and reduction targets.
<ul style="list-style-type: none">● We will continue to reduce our CO² emissions and electricity consumption in line with, or in excess of, our strategy of 2.5% and 1.5% reductions per annum respectively through energy management of our buildings and street lighting.	We have installed Solar PV on many of our rural properties which our tenants are benefiting from. We have also done a lot of work with HEEPSAbs grant funding which has enable us to deliver external insulation to hundreds of properties across Angus – which is not just our Council Housing tenants benefiting but also owner/occupiers too, whilst reducing carbon emissions.
<ul style="list-style-type: none">● We will work towards delivery of Energy Efficiency Standard for Social Housing for 2020.	We have installed Solar PV to one of our Sheltered Housing complexes – Airlie Gardens to improve efficiency. This was a great example of multi-agency/inter-departmental working with Forster Energy, Housing and Brechin High School
<ul style="list-style-type: none">● We will maintain our road network to remain in the top quartile of local roads maintenance condition nationally.	Reported under Economy.

What’s next?

- Every project will be followed up with a benefits realisation plan to ensure efficiency is delivered;
- We will explore Commercialisation opportunities (increasing income streams, charging for non-core services and generating income from property) to maintain service provision;
- We will focus on organisational design and zero based budgeting (strategic assessment of each service area to identify areas for development/improvement).

How are we performing



We've taught over
200 residents

to develop their English language and **192** adults to improve their reading, writing and number skills

6

JOB CLUBS
operating on a weekly basis



We make **80,000** individual inspections of play equipment, cut **70 million m²** of grass and inspect **3,811 trees** each year



We have
203 business start-ups

last year and **1,000** people employed in our **113 business units**

1.1 MILLION
PEOPLE VISITED ANGUS

worth **£232m** and the sector employs **4,000 people** with the golf sector alone employing **900 people**

ACCESSLine
receives on average

5,000

calls per month, and in that same month, our **11.7k followers** on Facebook liked and shared meaning **350,000 people** saw our posts (that's nearly three times the population of Angus)

13.7k people



follow our **9,561 tweets** with our followers seeing something from us **287,000 times**



WE DELIVER
7,318 HOURS

of personal care per week to around **1,000 people** of all ages, to help them stay in their own homes

We help **100 children** in foster care who are looking for their forever home and offer intensive support for **82 children** so that they can remain safely in their own homes















WE MANAGE

£63million

of short term loans to other organisations and we administer **£2m of assets** on behalf of charitable trusts

Council Plan Indicators

Measure	September 2017	August 2018	Progress
Number of businesses supported by council economic development activity	334	397	
Number of People that have Participated in Council Funded or Operated Employability Activities	457	488	
Availability of employment land	37.9	Not available yet	
Town centre vacancy rates	14.90%	13.8%	
Number of People that have Progressed to Employment as a Result of their Participation in Council Funded or Operated Employability Activities	216	201	
Number of business start-ups supported by Business Gateway	215	224	
Pentana, No of business gateway start-ups per 10,000 population (SPI) (LGBF) (Council Plan 2017-22)	248	Not available yet	
Economic Impact of Tourism on Angus (Not on Pentana)	£227m	£232m	
How long does it take my council to deliver a commercial planning application decision (on average)?	8.4 weeks	7.2 weeks	
What percentage of my councils' procurement is spent on local small/medium enterprises?	29.57%	Not available yet	
Number of businesses in Business Angus relationship programme	0	75	
Repeat 4 key sector benchmarking surveys to monitor progress	4	4	
Children and young people reported to be positively engaged with school.	60%	Not available yet	
Parents satisfied with local schools.	75.67%	Not available yet	80%
Pupils secure in numeracy at each curriculum level. (The [LGBF] board have decided not to include the CfE Teacher Judgement Data in the framework this year due to continuing concerns over reliability of this data. Dec 2017)	NA	Not available yet	
Pupils secure in literacy at each curriculum level. (See above)	NA	Not available yet	

Measure	September 2017	August 2018	Progress
Average tariff score (by quintile)*	Q1 673 Q2 615 Q3 877 Q4 813 Q5 1008	Not available yet	
School leavers entering an initial positive destination	94.7%	Not available yet	
Referrals screened within 24 hours and prioritised	91.86%	88.67%	
Children registered with a care plan in place within 14 days of registration	77.7%	81.4%	
Children looked after away from home in a family placement	87.8%	89.8%	
Household waste recycling	56.70%	Not available yet	
Satisfaction with local refuse collection	84.67%	Not available yet	
Satisfaction with local street cleanliness	76.67%	Not available yet	
Quality and standard of housing provided	93.38%	Not available yet	
Average number of days to complete non-emergency repairs (average number of days)?	6.24	Not available yet	

Shaping the Future

Through producing this annual performance report and engaging with partners and staff it has become clear that a more streamlined and understandable plan is required moving forward for Angus Council. This will be achieved through developing an Angus Deal:

Focusing on our central themes of economy, people and place the Angus deal shapes how we will transform over the coming years. It is proposed that the Angus Deal will become our Council Plan which will be presented at committee in February 2019. This approach ensures connectivity of plans and outcomes, increases transparency and overall engagement.



In order to effectively deliver the Angus Deal we will be implementing and supporting the following processes and legislation:

How Good is Our Council - Rigorous self-evaluation and targeted scrutiny are tools that help public bodies to deliver their commitment to improving services. Angus Council plan to use How Good is our Council to provide important assurance to the Scottish Government, citizens and service users that we are working well to deliver outcomes for communities and citizens.

Customer Service Review - In order to better understand our customers we plan to review how we engage. This will better inform service delivery and links in to the work ongoing with the budget review and plan to adopt zero based budgeting to improve efficiency.

Health and Social Care - Vision for Health Improvement in Scotland - Delivery of preventative health improvement interventions without accompanying system changes is unlikely to achieve the scale of change required. A lot of work is underway to identify where health improvement needs to prioritise, identify areas of good practice and progress and contribute to the transformation of public services for the benefit for all. This work is closely linked to core services in the Council plan and is a key driver for community planning delivery with the following 6 priorities:

A Scotland where...

- 1 We live in safe and healthy places.
- 2 We flourish in our early years.
- 3 We have good mental wellbeing.
- 4 We reduce the use and harm from tobacco, alcohol and other drugs.
- 5 We have an inclusive economy with fair share, of what we have, for all.
- 6 We eat well and are active.

Budget Review - Angus Council faces continuing challenges with regards to the budget and in order to best serve the people, businesses and communities of Angus we are moving to a zero based budgeting model and we will be more transparent on the use and delivery of our budget.

