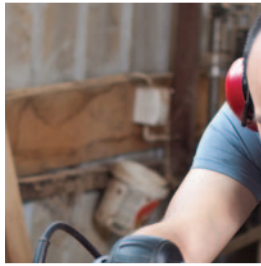


ANGUS COUNCIL PLAN

Annual Performance Report | 2018-19



Angus

is a great place

to live, work and visit

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.



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Foreword

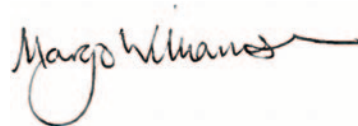
We are pleased to present Angus Council's 2018/2019 Annual Performance Report. Our vision is to make Angus a great place to live, work and visit so we are pleased to present how we have been performing over the past year.

The 2018/19 Annual Performance Report sets out our progress with our priorities since April 2018. Some of the success stories to note include:

- Angus Council was successful in securing €15,000 WIF4EU funding to install free Wi-Fi in a public place – one of only nine successful Scottish councils out of Scotland's thirty-two local authorities to date.
- The Best Start Grant was launched by Social Security Scotland on 10 December 2018 and to date 510 clients have been supported to apply in Angus and have received payments totalling £163,900 - £104,400 for Pregnancy and Baby Payment (64%) and £59,500 for Early Learning Payment (36%).
- We have decreased our carbon footprint by an incredible 37% over the last year, due largely to changes in our waste management. This has meant that our waste management CO² has reduced by 74%. We have also hit our 2020 targets for buildings energy, CO² and water and hit our 10% reduction target again for street lighting.
- Angus Council received £27,000 funding for a pilot project for newly qualified social workers in conjunction with SSSC to support our workforce at the start of their professional careers. One of three local authorities in Scotland.
- Angus Council was awarded the Real IT Award for innovative implementation of radio technology to provide cost effective connectivity for hard to reach school locations.



Cllr David Fairweather
Leader of Angus Council



Margo Williamson
Chief Executive of Angus Council

Summary of Council Plan 2019-2024



Our purpose

Angus Council's purpose is improving 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:

- Engage with Angus businesses through a regular programme to understand their needs and develop our services appropriately
- Work better as one Angus Council team 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:

- 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:

- 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

Our Council: We want Angus Council to be efficient and effective.

To do this we:

- Focus on the needs of our customers
- Be efficient and effective in meeting identified needs
- Deliver our Change Programme

Governance

We share the Vision of the Community Planning Partnership for our area:



Through our Plan we are translating our vision into an agenda which delivers positive outcomes for our citizens and communities, and achieve a sustainable balanced budget. We have three strategic objectives from the Community Plan which support the delivery of our vision:

- Reducing Child Poverty
- Improving Mental Health and Wellbeing
- Improving Accessibility and Connectivity

This performance report outlines the progress to date on the Council Plan priorities which links to the Community Plan through the themes of Economy, People, Place and Our Council.



* How Good Is Our Council

Economy

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



Our key indicators

- Employment rate -% of people in employment
- Wage levels – median gross weekly pay in £'s - residence based, workplace based
- Productivity - % of GVA at regional level
- % of new business survival rate beyond three years
- Economic impact of tourism in £'s on Angus
- Employment land take-up during reporting year in hectares
- Number of premises able to access broadband speeds of at least 24 megabits per second
- % of my council's procurement spent on local enterprises
- % of households with children under 16

Performance



Resident Weekly Gross

£544

NOMIS 2018



Employment Rate

76.1%

NOMIS Sept 18



Workplace Weekly Gross

£498.60



Local Procurement Spend

38.05%

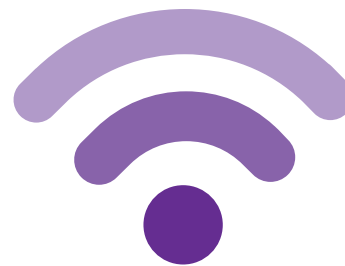
LGBF 17/18



Employment Land Uptake

1.31ha

Emp Land Audit 2017



Premises Accessing >24mbps

88.2%



Tourism Impact 2018

£240.06m

STEAM 2018



New Business Three Years Survival

66.3%

ONS 2018

Updates

We are engaging with Angus businesses through a regular programme to understand their needs and develop our services appropriately

We have set up an Angus Business Forum in response to demand from businesses to address their needs to help businesses grow and be sustainable. Their priorities are Skills, Planning processes and Angus the place/brand with a view to having a better skilled and available workforce, simplification where possible of processes and raising awareness of Angus as an innovative, thriving place to live and work.

We are supporting the new Carnoustie Country Golf Leadership group to develop a Business Plan that outlines partnership activity to increase the market share of visiting golfers to Scotland by continuing to enhance the visitor golf tourism experience across Carnoustie Country and grow the value of golf tourism to £30m by 2022.

We supported a steering group made up of representatives from a variety of businesses and organisations to develop a new Angus Tourism Framework (2019 -2024) which they are starting to deliver and which has the vision 'to work together with pride and passion to create, deliver and share inspirational experiences for all visitors to Angus'.

It has ambitions to grow the economic impact of tourism to Angus from £231 million in 2017 to £266 million by 2024 (+15%) and to increase the overall number of staying visitors to Angus from 40% in 2017 to 45% by 2024.

Work better across Angus Council as one team to make it easier, quicker and better to do business and invest in Angus

We have reviewed our employability and skills offer to young people and adults to develop a clearer pathway of support into employment

We have delivered contracts to provide employability services to 59 people such as the Employability Fund and Modern Apprenticeships and led on delivery of the Shared Apprenticeship Scheme supporting 39 apprentices in the construction sector.

The council plays a key role in supporting employment land take - up through the Angus Local Development Plan (LDP) delivery programme and the pre- planning application advice service. In the period 2018/2019 the council has provided pre-application advice in relation to a broad range of business related development proposals to businesses. This involved giving advice on the planning process, liaising with various council services and arranging meetings with external bodies to ensure all necessary information was provided to allow planning applications to be fully and appropriately considered within target timescales.

Working with partners to improve the physical and digital infrastructure required to support business growth

The 147th Open Golf Championship held in Carnoustie in 2018 was a huge success, with a £120m economic impact. £21m for Angus; £48m for wider Scotland; £51m in destination marketing benefits. A record-breaking crowd of 172,000 attended – surpassing the previous Carnoustie record set in 1999 of 157,000. It was broadcast on television to more than 600 million households in 193 countries.

Angus Council are currently running pilot projects to provide reliable, business class internet connectivity to local businesses (via wireless technology) and have invested in the provision of the core infrastructure (radio masts & internet connection) to facilitate connectivity for businesses and schools

As part of the Tay Cities Deal further work is being undertaken on how Internet connectivity can be improved to businesses and residents throughout rural Angus via this type of technology.

The INTERREG Like project is now nearing completion with some key work streams around access to services. This includes Call secure which provides a quicker way to renew and pay for services. There is also a plan to introduce a touchtone option when you call us day or night to make a rent, council tax, non-domestic rates or Angus Council invoice payment and go straight to our automated line. This option is available on our main number 24/7

We re-launched the Visit Angus website which offers inspirational ideas for things to see and do in Angus, places to enjoy a taste of Angus and showcases the variety of places to stay through suggested itineraries and blogs. The event section had over 12.6k page views in 2018/19. We created 6 short films which provide suggested 24 and 48 hour itineraries. Visit Angus has over 10k followers on Facebook and reaches over 2 million people a year, with the majority of those living within a two hour drive of Angus.

People

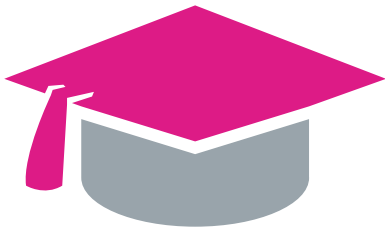
We want to maximise inclusion
and reduce inequalities



Our key indicators

- % of school leavers achieving level 4 and 5 literacy and numeracy
- % of school leavers entering a positive destination
- Comparison of Angus school leavers performance with similar groups
- % of looked after children cared for in a family setting
- % of looked after children cared for in Angus
- Number of children on the child protection register
- Number of children living in poverty
- % of children accessing funded entitlement to early learning and childcare
- Rate of reconviction
- % of anti-social behaviour complaints resolved

Performance



School Leaver Comparison

	Angus	VC
Lowest 20%	127	137
Middle 60%	605	614
Highest 20%	1,232	1,261

Compl tariff score



Re-Conviction

26.4%

GovScot 2018



CP Register

55

CFJ Stats



Children Living in Poverty

4,273

Report No. 348/19



Resolved ASB Complaints

98%

Data Pack



Access Funded Entitlement

66.51%



School Leaver Destinations

95.04%

Data Pack



LAC Family Setting

91.7%

GovScot 2018

LAC Cared for in Angus

78%

Updates

Intervene early to keep children and young people safe

We have increased the number of children who are looked after in a family based placement; this is as a result of work in supporting kinship carers to care for children within the family.

The Angus Child Poverty Action Plan was published in May 2019 and is a partnership approach to reducing child poverty in Angus. Angus Community Planning Partnership (ACPP) hosted a regional child poverty summit in Dundee in February 2018 which had 98 participants, with organisations and services across Tayside seeking regional solutions and deliverables.

The Angus Youth Engagement Strategy, co-designed with young people and Angus Council, was launched in June 2018. Young people presented to the ACPP Board on the progress that has been made delivering activities and outcomes one year on.

Our Welfare Rights Team launched new digital options for customers able to access and use online services with more choices and 24 hour access to our services.

Provide educational and social experiences that stretch and challenge our young people

Secondary schools focus on ensuring that all leavers achieve the highest possible level of literacy and numeracy by the time they leave. Systems are in place to ensure that young people studying for the SCQF level 4 qualification are also given the opportunity to achieve the necessary level 5 unit if appropriate. For 2017/18 93.2% of school leavers achieved level 4 literacy with 80.7% achieving level 5. For numeracy 89.4% achieved level 4 with 69.3% achieving level 5.

Changes to the senior phase curriculum offer, specifically the focus on increasing participation in skills for work and Foundation Apprenticeship courses will continue to effect tariff points. We will track this measure in conjunction with related measures via INSIGHT. Tariff points for each of the three measures can be increased by improving the quality of grades at SQA National courses and the performance of identified subjects in specific schools. Attainment meetings and action plans address this. Session 2019/20 has seen yet another increase in the number of young people choosing to study courses delivered by Dundee and Angus College, including foundation apprenticeships.

A more flexible model of service delivery is being implemented which allows parents to access their entitlement to early learning and childcare (ELC) either within one establishment or in partnership with another. This allows for flexibility in the uptake of hours in order to meet local need subject to the number of places and the local models currently on offer. Additionally, work has been done to ensure that quality ELC experiences are available for all with a greater emphasis on the positive use of the outdoor environment to aid learning. We have linked up with local health visiting teams, social work teams and third sector organisations such as Homestart in order to ensure that all partners are discussing entitlement to funded early learning and childcare with parents during visits and meetings.

Help our young people go to positive destinations - and sustain them - when they leave school

We have improved partnership work to develop the senior phase curriculum offer resulting in a wider variety of learning pathways, work placements and direct involvement with employers. People Care and Support staff, Developing the Young Workforce co-ordinators and the 16+ team track and prioritise young people at risk of not achieving a positive destination and put support in place.

Angus Works, our extended work placement programme is offered to all young people in the senior phase. In session 2018/19 mini Angus Works was added in order to allow young people who required additional support or who were care experienced to engage with the programme. 24 young people completed mini Angus Works. For session 2019/20 50 young people have been offered placements for Angus Works.

In 2018, 95% of school leavers entered a positive destination.

Work with Angus Health and Social Care Partnership to meet the needs of vulnerable adults – and their carers

The most recent available data (2016/17) showed an increase in the number of convicted offenders in Angus of 7.6% (or 48 individuals). This increase will be monitored as more up to date data is available. There was a 0.9 decrease in the reconviction rate (24.7 in 2015/16 to 23.8 in 2016/17) and a 0.05 decrease in the average number of reconvictions per offender (0.43 2015/16 to 0.38 2016/17).

During 2018-19, a financial commitment was made by Angus Council to extend the Glen Isla project for women involved in the criminal justice system to a broader criteria, including women in need of support during pregnancy, women experiencing issues relating to their parenting, and women at risk of entering the criminal justice system. A total of £649,500 was committed over the next three financial years commencing in April 2019.

A specific, trauma informed court is regularly held on a Wednesday between Court and Justice Staff. The Problem Solving Court (PSC) was initially set up to meet with women/women suffering from mental health issues on a more informal basis. This format provides an opportunity for the women to talk to the Sheriff directly about their progress or highlight any issues. It was designed to reduce anxiety in attending court and promote the women's inclusion in the decision making process. Due to the positive response from those involved with the PSC, it has since been extended to include young people and men, evidencing equality and good practice.

Place

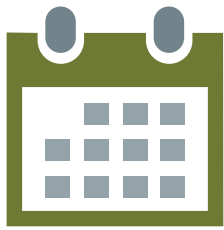
We want our communities to be strong, resilient and led by citizens



Our key indicators

- % of household waste to recycling
- % of adults stating their neighbourhood is a good place to live
- % of households experiencing fuel poverty
- LEAMS Street cleanliness score
- Number of homeless applications (target to decrease)
- % of Council tenancies sustained for 12 months (target to increase)
- % of A, B, C class roads that are considered for maintenance
- Number of affordable homes delivered
- % of adults satisfied with parks and open spaces

Performance



12 Month Tenancy Sustained

100%

June19



Parks and Open Spaces Satisfaction

87.7%

LGBF



Affordable Homes

128 (33)

LHS Target 120



Homelessness Applications

747

GovScot



Recycled Waste

55.2%

SEPA



Neighbourhood Satisfaction

94%

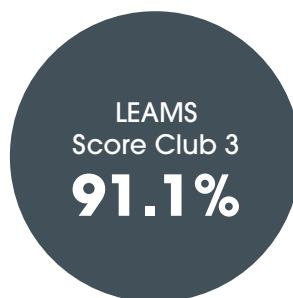
Report No. 348/19



Fuel Poverty

33%

SHCS 2015-17



Road in need of repair

A **B** **C**
24% **36%** **30%**

LGBF

Updates

Support planning in localities to identify the needs of our communities

We have completed our annual programme of roads surfacing to ensure that local residents, businesses and communities have the roads infrastructure to thrive.

A 'Right Stuff, Right Bin' communications campaign was started and a redesign of recycling centre provision undertaken and implemented from 4 February 2019. This has led to significant improvement in recycling performance at recycling centres. The recycling rate at Centres for the period February to April has seen a 16% increase from 46% in 2018 to 62% in 2019. Waste data is monitored on an ongoing basis and reported annually to SEPA.

Support and equip our citizens to deliver on their local aspirations

We co-produced a training programme with our Community Councils to empower them and support their development. This has included sessions on Social Media, Planning, presentation skills and engaging with communities. The initial training session had representatives from 16 community councils with a good level of sign up for future sessions.

The 'adopt a street' campaign, whereby volunteers pledge to keep clean a place and are provided with equipment, commenced and the number of volunteers signing up continues to increase. The total number of pledges have increased by over 36% from 49 at the 31 March 2017 to 77 at the 31 March 2018. We supported Angus Clean Environments with their Arbroath Harbour Litter Prevention Action Plan, introducing new anti-litter posters on litter bins at the Harbour, and provided a skip for waste collected at the Great Angus Beach Clean in May. Measurement via scheduled Local Environmental Audit and Management System (LEAMS) street audits continue to be undertaken.

We provided ground maintenance services to our parks and open spaces and also delivered a programme for upgrade and enhancement of the infrastructure and facilities in our open spaces. For example we developed a new public play area at Brechin Community Campus. Measurement of satisfaction continues to be via the national household survey and shows that over 88% are satisfied with parks and open spaces in Angus, which is above the national average.

We continue to enable our customers by delivering on our promise of "building digital services so good that our customers prefer to use them". We released new digital processes that enable our customers to be more involved, and better informed, in the reporting and resolution of issues within their communities like fly tipping, potholes and noise complaints as well as more specialist issues like reporting breaches of planning control.

Increase the supply of affordable housing and improve the Council's housing stock

During 2018-19 the Council added 41 new properties to its affordable rented housing stock and worked with partners to facilitate a further 95 affordable units being delivered in Angus. The Council continued to improve the quality of the existing stock by installing 337 new kitchens, upgrading 238 heating systems, replacing windows in 89 properties, and externally insulating 347 flats and houses, whilst carrying out environmental improvements across the area to make our estates more attractive and accessible.

We continued to promote good quality design through the publication of Supplementary Guidance on Design and Place making in October 2018, the re-launch of the Angus Design Awards Scheme in October 2018 and, the Design Awards Ceremony in April 2019. The Design Awards Scheme generated 44 entries including a range of housing and commercial projects.

We provided pre-application planning advice in relation to over 900 proposals to ensure that new development that is built in Angus does so in a manner that contributes positively to the

built environment, minimises impacts on the natural environment and mitigates impacts on existing infrastructure and services.

Our council

We want Angus Council to be efficient and effective



Our key indicators

- Access to digital services via Digital Certainty Index
- Equalities - gender pay gap as a % of the workforce
- Operational buildings - % reduction delivered against our agile program % reduction in the number of council buildings
- Readability figures for website e.g, enhanced accessibility
- ACCESSLine – % of calls reduced/diverted to alternative channels
- Number of social media followers/engagement rates with Angus Council
- Health and safety - number of reported accidents/incidents
- Number of fraud investigations and levels recovered in £'s

Performance

 Reach
52,807

 Impression
33,443

 Impression
204,100



Reduction of Buildings 2014-18

14%

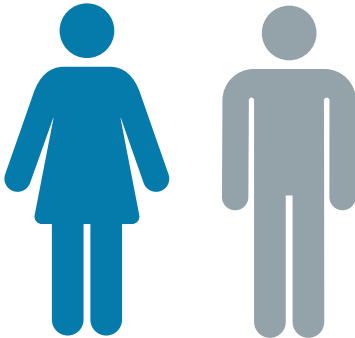
Agile Reduction Delivered

100%



No. of accidents/incidents

133 emp
236 non emp



Gender Pay Gap

0.7%

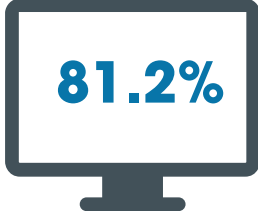
LGBF



147

Fraud Investigations & Recovery

£108,427



81.2%

Digital Certainty Index



Readability Figures

62.3%

Updates

Focus on the needs of our customers

The ability to request e-billing for council tax customers is now in the test phase. Customers can now view their account details online and will soon be able to view their bills online. This will reduce the numbers of bills requiring to be posted out every year. If customers amend their details and have registered for e-billing this will also reduce the number of bills being posted out.

Garden recycling charges were introduced because this is a non-statutory service and budget constraints meant we could no longer offer a free service. Rather than stopping it completely a charge was introduced. The sign up exceeded expectations, and the income allows us to continue to provide the service to those citizens who found it to be of value.

Be efficient and effective in meeting identified needs

The council has been working hard to encourage a better work/life balance for most employees. Wherever possible, requests for more flexible work patterns have been approved, and over the last two years there has been a noticeable increase in staff adopting more flexible working e.g. compressed working hours.

We delivered recruitment training and equalities training, both of which are compulsory, for all managers. We produced learning bites in our online training section regarding gender stereotyping and equalities issues, including one which is a video of a gender occupational segregation exercise undertaken by primary school pupils, to help managers understand better how to promote occupational gender equality.

Our HR staff attended secondary school careers fairs discussing and encouraging breaking down gender occupational segregation.

We introduced a mentoring programme in 2018 called Mentor Me, for women looking to develop their career.

Delivering our Change Programme

We made excellent progress through our change programme to achieve the £10.22million target savings used in setting the 19/20 balance budget position.

Phase one of the Organisational Design, Zero Based Budgeting exercise was concluded in July 2019 which has achieved the target saving of £2.4 million for 2019/2020. Phase two is now underway to identify a series of options appraisals to be undertaken during the coming year to identify future savings and innovation.

This year 72 change projects have been undertaken: 17 are now fully complete, 42 are on target for completion and 13 require additional work over the coming year.

Based on the Scottish Government Gateway Framework we have undertaken a self-evaluation process of the change programme to explore future vision, process and how to achieve best value.

As an organisation we have carried out work to develop and re-design the project management guidance and documentation so there is a standardised approach. From this a workshop was developed which has supported over 80 staff on the principles of project management.

A change programme forum was established which was co-designed with 40 staff and meets monthly to identify lessons learned, areas of good practice, development areas and provide a supportive environment to discuss projects and ideas.