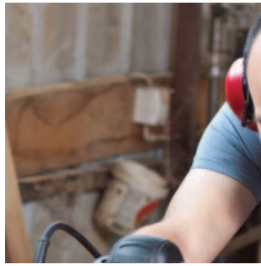


ANGUS COUNCIL PLAN

Case Studies | 2018-19







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Economy

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

The Open Opportunities Plan 2017-19

From 15 - 22 July 2018, The Open took place at Carnoustie for the first time since 2007. The event delivered a total economic impact of £21.67m locally and attracted 172,000 spectators.

In 2016 golf tourism in Angus was worth £20m in annual economic impact and supported 868 jobs. The Open provided significant opportunities for future growth in golf tourism as well as providing important growth opportunities and benefits for a wide range of stakeholder groups.

An ambitious three year Economic Development Open Opportunities Plan (2017-19) was developed.

The aims of the plan were:

- to raise the profile of the area as a golf destination
- to increase the economic impact of golf tourism to Angus and the wider Carnoustie Country area
- to use the increased profile to maximise trade & investment opportunities
- to attract further major events into the area

Six project teams were set up with clear deliverables and robust outcomes attached to each:

- Golf Product and Business Development
- Marketing and Digital Communications
- Partner Projects
- Business Engagement
- Trade and Investment
- Legacy Projects

Outcomes

Golf Product And Business Development

- Five new Carnoustie Country packages were created with tour operator partner DP&L Golf including Open packages which generated an additional £55k of income. In 2018 DP&L grew their business into Carnoustie Country by 92% over the previous year.
- We work with local clubs to support three stay and play tournaments – Carnoustie Country Classic (CCC), Scottish Mixed Pairs Golf Week (SMPGW) and Scottish Golf Pairs Challenge (SGPC). The CCC increased income by 39% and the SGPC increased player numbers by 43% on previous year figures. The SMPGW was sold out six months in advance of taking place in July. Collectively these events delivered over 3,000 bed nights and 3,000 rounds of golf over eight Carnoustie Country golf courses and dozens of accommodation providers.

Marketing and Digital Communications

The Carnoustie Country website was relaunched in January 2018 with a dedicated Open section. The How Did I Do campaign resulted in a total of 43,273 visitor sessions on the website; We ran a number of partner campaigns aimed at capturing consumer data. In total these generated 17,468 new email addresses for our enewsletter database, 9,332 visitor sessions were recorded against the Facebook paid advertising campaigns which took place during 2018. Throughout 2018, content shared on Facebook was focused around The Open with a focus on highlighting Carnoustie Country as a golfing destination. Total reach was 3,473,500 and this was a mix of organic and paid promotion.

- We supported the industry to adopt a more sustainable approach by forming a Golf Industry Leadership Group in 2018. The Golf Carnoustie Country Business Plan was launched in March 2019 with the aim of growing golf tourism locally from £20m to £30m by 2022. They have 25 actively engaged partners working in partnership with Angus Council to deliver on their four strategic priorities.
- We delivered a large consumer stand at The Open from 15-22 July to showcase the local area to thousands of visitors to the stand. Local food and drink tasting sessions were successful in bringing visitors onto the stand and helped to raise awareness of their products.
- We developed Carnoustie Country media kits in print and online to capitalise on media engagement opportunities. A number of last minute media familiarisation visits were arranged over the week with extensive coverage across digital platforms.

Partner Projects

- We supported the Carnoustie Community Development Trust to deliver a one day festival, (Carnoostival) in Carnoustie on Saturday 22 July. The aim of the festival was to engage the local community, to attract visitors to the area, and to showcase Carnoustie and local businesses and food and drink producers to visitors to the festival. All 4,000 tickets were sold in advance.
- Activities were undertaken to engage children and local schools. Six venues and 1,400 local children participated in the Road to The Open activities and received coverage on SKY TV. Six local golf clubs each received a £500 grant from the R&A to be used for junior golf development. 225 boys and 170 girls attended extracurricular golf activity sessions in local clubs. 225 sessions were delivered.

Business Engagement

- We delivered World Host training to 45 people and worked with Digital Tourism Scotland to deliver digital workshops to 22 businesses.
- 63 attendees attended our Open Ready workshop with 19 speakers/advice stations.
- 150 Point of Sale Kits were distributed between 128 Carnoustie Businesses and 22 local golf courses.
- Business Angus Twitter reached 84,000 people in July, a 15% increase on the previous year showing the high level of interest and business engagement around the event.

- A tourism toolkit was developed with handy tips and advice for business and available to be downloaded from the Business Angus website.

Trade and Investment

- We worked with VisitScotland to engage key business leaders in our Trade and Investment activity. An Angus Business Forum has been formed made up of business leaders working to shape economic plans for Angus. Priorities are skills, planning and the Angus Brand.

Legacy

- Three dual charging units for electric vehicles were installed at Carnoustie Golf Hotel & Spa and these are now available for continued use.
- Carnoustie Country delivered a golf activation zone within the campsite area with golf activities aimed at engaging families. Carnoustie Country golf maps and Visit Angus Guides were handed out to visitors. 316 email addresses were collected for future marketing. A number of media including NBC Golf Channel, Sky Sports and social influencers produced broadcast material from the campsite.



The Open provided significant opportunities for future growth in golf tourism as well as providing important growth opportunities and benefits for a wide range of stakeholder groups.

EmployabiliTAY

EmployabiliTAY was a regional employability programme, run in partnership between Dundee City, Angus and Perth and Kinross Councils, with Dundee acting as the lead authority for reporting to Scottish Government and Angus providing the management information system Hanlon as the means to track and record milestones and outcomes. It ran for a period of 18 months completing in March 2019. EmployabiliTAY was resourced through a funding package provided by the three Local Authorities and Scottish Government's Innovation and Inclusion Fund. The aim of EmployabiliTAY, as agreed with Scottish Government, was "to improve the employability and rate of sustained job outcomes for jobless people across Tayside who, through personal barriers and circumstances, require a range of well co-ordinated support from public services.

This project also aims to facilitate transformational change, with innovative approaches to combining public services support and active input from NHS, SDS, housing services, criminal justice, welfare rights, the third sector and employers.

EmployabiliTAY will test the efficacy of a tripartite approach to employability by the three Tayside Local Authorities and whether a regional, integrated approach can realise better results".

EmployabiliTAY was unique. It was the first regional employability programme in partnership between the three local authorities and its' key aim was to improve the quality of services and outcomes for jobless people through providing an integrated set of services, including Housing, Health, Criminal Justice, Health and Money/Debt support. Skills Development Scotland was also a key delivery partner. The aim for the Services was to provide a quicker and easier to access route into the programme and, by tackling the clients' barriers to employment through a more holistic, co-ordinated approach, more sustained job outcomes would be a key measure of success. This was a truly integrated approach as clients could access whatever authority provision was the easiest for them, so for example, someone in Birkhill could attend Dundee if this was the more practical option.

The programme was particularly aimed at those clients who suffered multiple inequalities to getting a job and who were particularly reliant on the support of public services and benefits;

- People with Health issues (especially mental health)
- Young People
- Long Term Unemployed
- Older workers
- Lone Parents
- Offending Histories
- Recently unemployed or notified of redundancy (preventative approaches)

EmployabiliTAY had the services of a dedicated NHS mental health nurse as it is recognised that many of those who have multiple barriers also have some form of mental health difficulties, ranging from a lack of confidence through to a recognised and diagnosed issue. This support was invaluable in providing clients with the tools to largely self-manage and progress through the programme to a sustained outcome.

The Employability timetable of courses were flexible to suit the needs of each client group and particular geographic needs of each LA and ran at intervals so none of the three areas deliveries overlapped.

The courses themselves were delivered in five stages with cohorts of around 12 people on each. Angus completed a total of five cohorts. The stages of delivery were;

- Engagement (following on from a pre-recruitment exercise) to ascertain needs and aims of participant
- Personal Needs – any specialist service provision assessed and delivered to overcome any particular barriers
- Employability Needs – strong focus on improving employability skills with employer involvement
- Work Activity – active job matching/brokerage provided once clients have reached a point where job ready.
- Job Sustainability & In-work development (In Work Aftercare Support) – 13 weeks of proactive ongoing support to assist client to sustain employment.

Outcomes

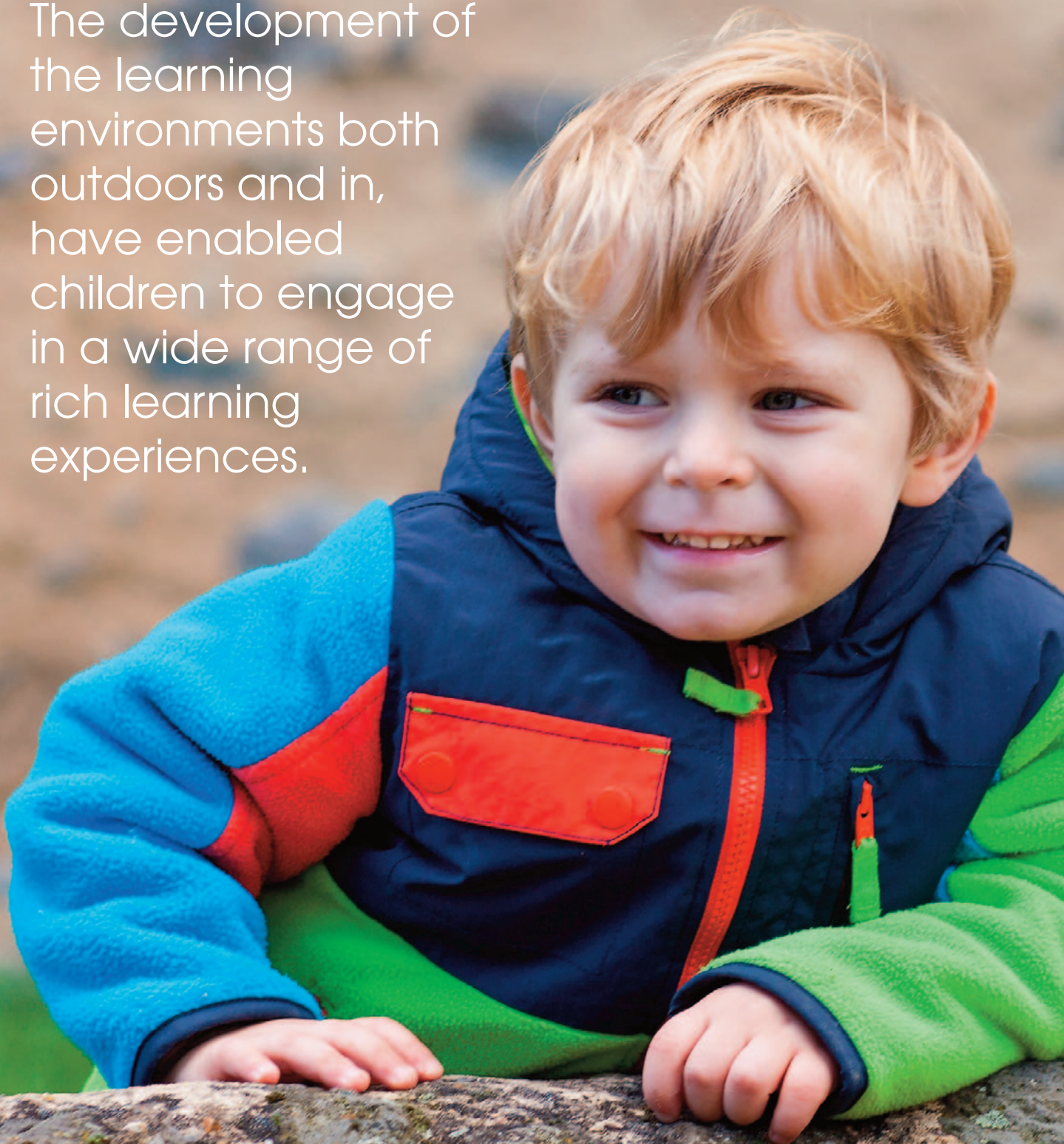
The results for clients within the Angus cohorts were;

ANGUS	Total target	Actual achieved
Course starts	50	57
Job outcomes	27	26
Jobs sustained	19	17

The results of the project overall are

- Improved participation of those furthest from the jobmarket and from the most deprived SIMD areas across Tayside
- Improved responsiveness of and simplified, integrated access to a range of public services for jobless people
- Improved employability of local people through improving employability skills and tackling barriers
- Reduce the number of local people who are jobless
- More local people are able to sustain their employment/education

The development of the learning environments both outdoors and in, have enabled children to engage in a wide range of rich learning experiences.



People

We want to maximise inclusion
and reduce inequalities

Digitalisation of processes to increase awareness of welfare benefits and money advice

The welfare rights service wanted to investigate how we could best serve the people of Angus to deliver high quality free advice on a range of welfare and money advice matters. We wanted to ensure that we could reach as many people as possible and to do so with the use of digital services. These services would enhance our continued one to one delivery for those service users who are unable to use and/or have the capacity to use digital platforms. If we could make innovative use of digital services this would free up more staff time to concentrate on the most vulnerable people in Angus with more complex needs.

Online benefit calculator

One of the most common requests from both service users and service providers is to provide a benefit check. This can be time consuming for welfare rights staff and is dependent on having all relevant information available. In Spring 2019 an online benefit calculator tool was launched. This allows residents to undertake their own entitlement checks to ensure their income is maximised and to raise awareness of possible benefits. This new digital tool can be accessed 24/7 and no personal data is held by the council.

Online budgeting tool

A similar frequent request is advice on budgeting. Often service users are unsure as to how to prioritise their commitments and this is particularly relevant now with the roll out of Universal Credit which has moved to monthly budgeting. This new tool allows residents to see their income and expenditure on one platform.

Social Media

We have our own Facebook page and increased our number of followers by 76% during the year 2018/19. We will also be using a Twitter account to further connect with Angus residents. We post links to new benefit and money advice pages on the Angus Council website as well as short video clips which give advice on a range of issues.

Outcomes

Online benefit calculator

During the first two full months of use the calculator was used 765 times by residents and helped residents identify and confirm benefit entitlements totalling £2.9m.

Online budgeting tool

This clearly lays out a budgeting plan for service users and allows them to make better budgeting decisions.

Journeying outdoors in Angus

As one of the Scottish Government trial sites, a small rural nursery roll increased from four prospective children for 600 hours of Early Learning and Childcare (ELC) provision to accommodate 13 children for 1,140 hours in 2017. The setting has since been re-registered and can now offer 24 children 1,140 hours of ELC provision in 2019.

At the trial site, the indoor space was reconfigured to include a larger kitchen, new toilets and a changing area. When the weather is very inclement, children have the option to enjoy the restful, homely environment indoors. The traditional nursery garden was transformed with open-ended spaces to play and learn, rich in loose parts and recycled materials. The addition of a Geo-dome provides a flexible transitional space where children can feel at home, take shelter and enjoy a sense of community, out-with the nursery building. To date, the children at the trial site engage in around 70% of their learning outdoors.

At minimal cost to the local authority, the increased capacity has enabled children from within the local area and beyond to experience a flexible placement model of ELC. This has resulted in the development of a thriving rural nursery in a location with a previously projected decreasing roll. Parents from local towns and further afield have chosen to send their children to the nursery to enjoy the innovative, outdoor rural provision.

The development of the learning environments both outdoors and in, have enabled children to engage in a wide range of rich learning experiences. Staff have developed a responsive approach to play and learning outdoors and have noted the development of children's curiosity, independence and resilience through exploring the natural world first hand. Parents have described health benefits for children in learning outdoors such as "better sleep" and "less coughs and colds". Through the trial, valuable lessons were learned about adapting the type of clothing provided for staff and for the children, for this and further provisions. Also, advice and information shared with parents at induction about preparing for the weather was amended appropriately.

As in any ELC setting, relationships are key and the welcoming, nurturing environment at the trial site has been maintained through the transitions and growth, with positive relationships established between staff, children and parents. Since the trial, closer relationships have also been developed with the local community and a wider range of stakeholders which are benefiting the whole school community. Through establishing good relationships with stakeholders, some parents have selected to keep their children in the rural school rather than to attend their local school, enhancing the small school roll.

Staff training and development in outdoor learning were also key to the development of the trial. Across the Local Authority this has been a priority which has continued to develop as each ELC setting considers how they support children in play and learning outdoors.

Outcomes

In Angus:

- 78 ELC provisions including school nurseries and partner providers.
- 29 providers are situated in rural locations.

- Most rural provisions are situated in environments with limited space indoor to provide for children's needs throughout the extended day.
- Rural settings often have large outdoor grounds or surrounding natural environments to explore.
- Looking to 2020 all settings will have to consider their outdoor learning provision for children.

Place

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

Period Poverty

Period poverty is where women are unable to afford basic menstrual hygiene products. Research by Plan International UK has highlighted the scale of period poverty in the UK. It reveals that one in ten girls have been unable to afford sanitary wear and one in seven have struggled to afford sanitary wear. One in ten girls have had to improvise sanitary wear because of the cost.

From August 2018 all Local Authorities in Scotland were provided with funding to introduce access to free sanitary products in schools. The Scottish Government made a new commitment in the 2018 Programme for Government to go further than this, and “aim to increase the number and range of places where sanitary products are available for those who need them. We will do this through working with a range of public and private sector organisations and with additional third sector partners to expand the geographical spread of support”.

On 30 November 2018, COSLA Leaders agreed to proposed funding to expand access to free sanitary products. Following discussion between Scottish Government and COSLA officials it is suggested that the main route of the expansion of delivery could be through Community Planning Partnerships (CPPs), in recognition of the fact that they have the links with communities, facilities and services to ensure delivery meets local needs. However it was for individual local authorities to decide what works best in their area.

The Angus Community Planning Partnership (ACPP) embraced this new expansion. From April 2019, ACPP undertook a comprehensive mapping of potential outlets such as village halls, community groups and other settings to gauge interest in who would want to stock the products.

Working with Tayside Contracts a period poverty box containing a variety of products was delivered to over 50 different premises across Angus. ACPP also worked with the digital and geographic information system (GIS) teams to produce an interactive map of premises across Angus stocking the free products.

Access to Sanitary Products - Guiding Principles

- Protecting people’s dignity, avoiding anxiety, embarrassment and stigma;
- Making a range of products available in places that people use;
- A response that is reflective of communities views and needs;
- An efficient and effective approach which demonstrates value for money;
- Individuals being able to get sufficient products to meet their needs;
- Gender equality - ensuring anyone who menstruates can access products, including transgender men/non-binary individuals, and that language is gender inclusive.
- Awareness raising and education to both promote the ‘offer’ and attempt to change cultural norms

Outcomes

People in Angus are not disadvantaged by Period Poverty.

Power of Youth

In 2018, to mark the Year of Young People, and as part of Angus Council's commitment to Participatory Budgeting, £40,000 was set aside for Youth Work Projects across Angus.

34 Projects bid in for this money and, as a result of an Angus wide voting process that 1,127 young people took part in, 15 projects were awarded funding.

This year further funding has been made available thanks to a partnership between Angus Council and Angus Alcohol and Drugs Partnership and we are now seeking bids for this funding.

Across Angus a total of £70,000 is available. This money will be shared in the following ways:

- **£10,000** - For Angus wide projects
- **£40,000** - £10,000 for each of the four locality areas: (Arbroath; Brechin & Montrose; Carnoustie, Monifieth & Sidlaw; Forfar & Kirriemuir)
- **£20,000** - Across Angus

Outcomes

Young people are confident, resilient and optimistic for the future

- Young people manage personal, social and formal relationships
- Young people create, describe and apply their learning and skills
- Young people participate safely and effectively in groups
- Young people consider risk, make reasoned decisions and take control
- Young people express their voice and demonstrate social commitment
- Young people broaden their perspectives through new experiences and thinking

Angus Design Awards

Following a 10 year hiatus, a project began in early 2018 to re-launch the Angus Design Awards. The awards are an opportunity to recognise and celebrate the very best of building design, development and restoration in Angus. Works completed between 1 November 2008 and 31 October 2018 were to be considered for the awards.

The competition sought to find buildings or developments that are distinctive, respond well to their location, are safe and pleasant, well-connected and sustainable. Four judges selected a single project for commendation within four award categories: New build - single house; New build - all development (excluding single houses); Extension to an existing building; and, Restoration/conversion of an existing building. The public then decided the overall winner from the judge's shortlist through a voting process hosted by the Courier newspaper. The judges were Phillip Long (Director of the V&A Dundee), Lucy Byatt (Director of Hospitalfield Arts Centre Arbroath), Graham Brown (chief reporter at the Courier) and Margo Williamson (Chief Executive of Angus Council).

Outcomes

The aim of the Design Awards, which will now operate on a more frequent cycle, is to inspire and encourage exceptional design quality in future proposals. This is in line with Angus Council's Community Plan (LOIP) to provide an enhanced, protected and enjoyed natural and built environment and the overreaching corporate vision to make Angus a great place to live, work and visit.

The project has demonstrated that in Angus there are talented designers and developers who recognise the benefits of good design. The awards provide an opportunity to recognise the exceptional development that has taken place over the last ten years and the positive contribution that has been made to our environment. The awards allow the public to take part and vote for the overall winner generating interest in design issues in the general public, and has enhanced the good working relationship between Angus Council, key local development companies who sponsored the awards, and the local press, which was instrumental in ensuring strong public engagement. The awards ceremony will take place in April 2019 where the winners will be announced.

Baker Hughes, a GE Company Engagement

The Planning Service was engaged at an early stage in an international site selection process and the formulation of a development proposal for an international centre of excellence for subsea oil and gas. A dedicated liaison officer was identified within the Planning Service early in the process, giving a single point of contact with a sound understanding of the business and operational requirements of the applicant.

A planning application for the development of the erection of a new workshop, test facilities and yard with ancillary office accommodation was received in early 2018. This proposal saw the formation of a building of 4760sqm area within the company's 35 acre site at Charleton Road that would be a 'Centre of Excellence' producing Subsea equipment for the oil and gas industry. The equipment would be assembled and tested in the Centre of Excellence operating a 24hr shift pattern. Early engagement in the pre-application process and involvement of the Roads, Environmental Health and Flood Risk services at an early stage ensured that the application was submitted with all the necessary information and was determined quickly and efficiently with permission granted in June 2018. The development represents a £31million investment from a multi-national company in Angus, securing around 100 new jobs for the area and will see the creation of a manufacturing centre of excellence, based at the company's existing location in Montrose. The 35-acre site will include test and assembly, research and development (R&D) and workforce training facilities leading to world-wide and world class skills and manufacturing training in Angus. The growth comes with Scottish Government investment of £4.9 million from Scottish Enterprise and follows a lengthy period of discussion and partnership work between Baker Hughes, Angus Council and Scottish Enterprise. The centre of excellence will be among the most advanced facilities of its kind anywhere in the world and will pioneer state-of-the-art manufacturing processes, such as virtual reality tools, industrial 3D printing, automation and sensorequipped machines. Research and development activities will focus on bringing new technologies to market that reduce costs, enhance productivity and lower the carbon footprint of oil and gas operations in some of the world's most demanding offshore and onshore environments.

Outcomes

The development has resulted in a comprehensive expansion to the site with extensions to existing warehouses, erection of a new workshop and test facilities and the development of an equipment yard with office accommodation. The facilities have seen construction of additional manufacturing capacity that will build precision engineered equipment to service the global oil industry and ensure environments are protected whilst oil is extracted. The development reinforces the strategic vision of Montrose and North Angus as a hub for world class industries, adding to the existing Baker Hughes/GE facility, Glaxo Smith Kline and the expanding Montrose Port. This is supported by investment on the Montrose spine road to improve traffic flows and road safety and support economic development in the town, allowing Montrose to be connected to its port, rail links and road links in a way that makes it possible to attract business to Angus.

The positive engagement of the Planning and Communities Service and continued co-operation of the wider service (including Building Standards and Communities) has helped to secure investment in Montrose. The continued joint working between the Council and BHGE following the signing of a Memorandum of Understanding will continue to deliver significant benefits for Angus and Scotland.



The council provides free schools transport for around 3,000 pupils – more than one million journeys a year.

Our council

We want Angus Council to be
efficient and effective

Online free school transport application

The council provides free schools transport for around 3,000 pupils – more than one million journeys a year. This was a difficult process to co-ordinate and labour intensive. Similarly it had created some friction for our service users in smooth delivery.

An application form was previously available but relied on the old Internet Technology (IT) system that the Council used at the time. This method was a cumbersome process that included online applications received with the approval process involving emails and paperwork. It was clear that if a new online process was developed it would make the whole experience better for our customers and the service.

To streamline the process, the digital team worked with the schools learning team to utilise the digital functionality available using the new IT infrastructure of Firmstep. Co-design of any new process has to be at the core of any new service delivery to ensure success.

As with all processes, the first stage was to carefully map out the requirements of the service. Once we had a clear map of all the stages involved, this enabled us to build a process which was entirely digital – from application to approval.

Among the challenges faced by the digital team were figuring out all the possible variations in the process as even those scenarios which don't happen very often have to be taken into account.

The new process and form was recently launched, offering our customers a user-friendly form, and the service the ability to manage applications digitally via Firmstep Dash.

Outcomes

Customers able to transact with the council online at a time that suits them and a more efficient back end process.

As a team we are committed to working with services across the Council to offer a digital solution or enhancement to service delivery wherever this may be required.