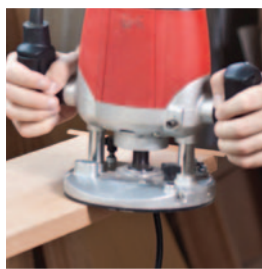
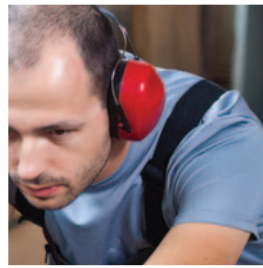
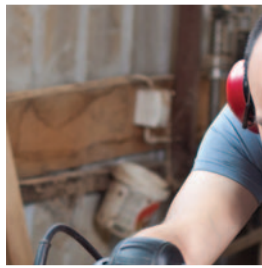


ANGUS COUNCIL PLAN

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.



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Foreword

We are pleased to present Angus Council's 2018/2019 Annual Performance Report. Our vision is



We are proud to present how we have been performing over the past year in this report. Angus Council has won numerous awards over the past year demonstrating that we are not only performing well, but in some areas we are excelling. Of particular pride are our awards for the new homes we have developed in the former school at Chapelark in Forfar and the Scottish Government Award for Delivering Excellence for our shared apprenticeship project with construction businesses and Dundee and Angus College.

The 2018/19 Annual Performance Report, our first report since the introduction of our new Council Plan in September 2018, sets out our progress in delivering on our priorities. We want to be a performance led Council so established new performance measures last year and this is the first year of reporting on these to understand which areas of work we need to prioritise to deliver our vision for Angus.

For the first time as part of the Council budget setting, all our plans – financial, workforce, community, change and digital were aligned to allow us to plan more efficiently and effectively. This performance report establishes the baseline position from which we can report progress annually. It will help us to build up our trend information over time as well as enable ongoing monitoring of our progress.

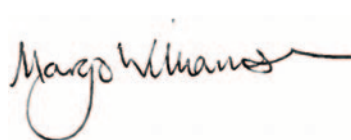
Over the last year we have invested in a significant programme of change through an Organisational Design/Zero Based Budgeting exercise. This provided us with a detailed analysis of each of our twenty three service areas, telling us how much we spend, how the service performs and the impact the work has on the people we serve. We know we have more to do in this area but we've made a good start.

This work, supported by our self-assessment approach 'How Good is our Council' helped us focus on the purpose of all of our services, leading to clearer decision making on the areas for change, identification of savings and ensuring we are a sustainable council delivering the Angus vision.

The case studies accompanying this report include details on our performance that help to demonstrate the impact we have made on people's lives in Angus. We have made this impact despite the huge financial challenges we have faced and we will continue to use the limited resources we have to achieve our priorities.



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

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

Our baseline 2018/19



Resident weekly gross earnings
(people living & working in Angus)

£544

NOMIS 2018



Workplace weekly gross earnings
(people living & working in Angus)

£498.60

NOMIS 2018



Employment rate

76.1%

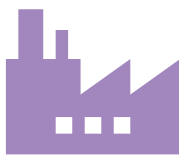
NOMIS Sept 18



Local procurement spend

38.05%

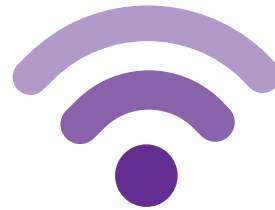
LGBF 17/18



Employment land uptake

1.31ha

Emp Land Audit 2017



Premises accessing >24mbps

88.2%



New business three years survival

66.3%

ONS 2018



Tourism impact 2018

£240.06m

STEAM 2018

Performance Updates

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

We 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. They wish to have a better skilled and available workforce, simplification of processes and policy where possible and raise awareness of Angus as an innovative, thriving place to live and work.

We supported the establishment of a new Carnoustie Country Golf Leadership group to develop a Business Plan that sets out how members will work, in partnership, 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 from £20m 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). The group is starting to deliver on its 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.

We supported 195 businesses to grow, expand and/or increase staffing numbers. Working with Montrose Port we supported their ambitious expansion plans for new quayside development, which not only secured ongoing employment and allowed larger cargo vessels to dock into Montrose but also cemented their record breaking gross tonnage year. We also helped the Port bring in their first ever cruise liner with over 100 visitors enjoying our world renowned attractions such as Glamis Castle and sampling local produce.

Together with neighbouring councils we established the Forth & Tay Offshore Cluster to drive forward supply chain and investment opportunities from the emerging offshore wind sector off the Tayside coast. We undertook an industry survey across our manufacturing sector to determine capabilities of our businesses to service and identify opportunities for diversification.

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

In Montrose, Baker Hughes, a GE company (BHGE) opened their £31m Centre of Subsea Excellence in a 35 acre campus which allowed the company to offer innovation services to their global customers in one location, reducing transportation between sites and thus lowering environmental impact. Teams across Angus Council supported the company including providing an efficient and fast planning decision facilitating the creation of this campus.

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

We delivered contracts to provide employability services to 59 people through the Employability Fund and Modern Apprenticeships and jointly led on the delivery of the award winning 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. The pre-planning application advice service supported a broad range of development proposals from 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.

The occupancy level for business units (based on floorspace) was continually over 90%. From the 10 new deals agreed from April to August 2019 we secured 69 jobs, of which 33 are new.

The Heads of Terms for the Tay Cities Deal was signed off in November 2018 which secures an investment into the region of £700 million. This commits both governments to work collaboratively with partners to deliver a deal that will create a smarter and fairer Angus, Dundee, Fife and Perth & Kinross.

The 147th Open Golf Championship held in Carnoustie in 2018 was a huge success, with a £120m economic impact: £21m for Angus; £48 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.

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

We relaunched 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 six short films which provide suggested 24 and 48 hour itineraries. Visit Angus has over 10k followers on Facebook and reaches over two million people a year, with the majority of those living within a two hour drive of Angus.

We invested in two pilot projects to provide reliable, business class internet connectivity to local businesses (via wireless technology) and invested in the provision of the core infrastructure (radio masts & internet connection) to facilitate connectivity for businesses and schools. We worked with businesses to explore solutions to their broadband constraints and started developing plans to spend the £1m identified in the Tay Cities Deal for rural broadband in Angus.

Amey Consulting concluded a study into improving road links between Montrose and the A90 with a view to unlocking further development and economic growth in the area. The process for the study followed Scottish Transport Appraisal Guidance (STAG) and aimed to provide a clear and robust framework to identify potential transport interventions.

We applied for and were awarded funding to develop a low carbon charging Hub at Orchardbank Business Park in Forfar.

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

Our baseline 2018/19



School leaver comparison

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

Compl tariff score



Re-conviction rate

26.4%

GovScot 2018



Child protection register

55

CFJ Stats



Children living in poverty

4,273

Report No. 348/19



Resolved anti social behaviour complaints

98%

Angus Council



People accessing their funded entitlement to Early Years Support

66.51%

Angus Council



Positive school leaver destinations

95.04%

Angus Council



Looked after children in a family setting

91.7%

GovScot 2018

Looked after children cared for in Angus

78%

Angus Council

Literacy Level 4	93.27%	Numeracy Level 4	89.4%
Level 5	80.7%	Level 5	69.3%

Angus Council Stats

Performance Updates

Intervene early to keep children and young people safe

Ensuring parents have access to locally based parenting advice and support is a key area of development.

Five to Thrive (an evidence based parenting programme that works together with parents and their children (0-3) in local communities) has been rolled out across Angus. There are a number of rolling programmes taking place with growing levels of parental participation.

Incredible Years (an evidence based 14 week parenting programme) has been introduced in all four locality areas in Angus. The programme offers early intervention support to parents of children with early onset behavioural problems.

For children who can't remain at home with their parents we have maintained a focus on caring for children in a family based setting. We have increased the number of children who are looked after in a family based placement by promotion and recruitment of foster carers and 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 deliverable action.

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 made in delivering activities and outcomes one year on. Amongst their successes is the work that has taken place with looked after young people in Angus on working together for change.

We launched new digital services to support those looking for financial help including a benefit calculator to allow customers 24 hour access to our welfare right services. In 2018/19 the Team generated financial gains of more than £4.1m for local people.

In the school holidays support was provided by Schools and Learning staff and partners in 8 areas of Angus. Holiday fun and food was the theme. Children and parents were able to access informal drop in sessions which offered support and access to food or food vouchers in a non-stigmatised way. Approximately 600 families attended at least one activity. Working closely with partners from Welfare Rights we provided 12 drop in sessions supporting families with 63 different issues.

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

Secondary schools focus on ensuring that all young people achieve the highest possible level of literacy and numeracy by the time they leave. Systems are in place to ensure that young people studying a course award at National 4 are 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 has an effect on both the number of SQA National courses and INSIGHT tariff points. We continue to track these measures in conjunction with other performance related measures. 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.

INSIGHT, the benchmarking tool for analysing attainment in the senior phase, illustrates performance in relation to the 'virtual comparator'. The virtual comparator, is made up of pupils from schools in other local authorities who have similar characteristics to the pupils in Angus (gender, deprivation, additional support needs and stage of learning).

In Early Years, a more flexible model of service delivery started to be 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. 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.

Whilst we have worked on Angus wide approaches we have continued our joint work with a range of partners across Tayside as part of The Tayside Collaborative for Children, Young People and Families. Considerable work has been achieved through these collaborative efforts and these are detailed in a Year 2 report which includes the report and plan for the Tayside Regional Improvement Collaborative which focuses on closing the attainment gap and raising attainment for all. Some of the work that has been achieved is Tayside wide planning and preparation to deliver the Solihull Parenting Programme, consultation and development of a parenting strategy, shared learning opportunities through conferences such as 'Connect with Neglect' and the development of a Tay Numeracy Hub and Pedagogy Hub to support access to professional learning across the area. There has been considerable work on shared approaches to quality improvement and school leadership and a number of actions identified for the third year of the plan including further work on a mental health and wellbeing strategy.

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 resulting in a wider variety of learning pathways, work placements and direct involvement with employers. Pupil 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 looked after 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, training, higher education).

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 more women, including those 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 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 with concerns regarding mental health.

A Mental Health and Wellbeing network has been established to take forward the community planning priority of 'Improving Mental Health and Wellbeing'. This comprises of representatives from a range of statutory and third sector agencies and is responsible for setting the strategic direction for mental health, wellbeing and suicide prevention across Angus. The overarching vision is to support all agencies to work together to promote prevention and early intervention, develop service improvements, and make effective links across agencies and with other strategic planning groups.

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 housing stock Energy Performance Certificate (EPC) rating
- 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

Our baseline 2018/19



12 month housing tenancy sustained

84.84%

June19 - Scottish Social Housing Charter



Parks and open spaces satisfaction rate

87.7%

LGBF



New affordable homes

128

LHS Target 128

Local Environment Audit & Management System (LEAMS) Score Club 3

91.1%



Energy Performance Certificates (EPC)

99%

of our housing stock have an average EPC rating of **70.39**



Recycling rate

54.7%

SEPA



Neighbourhood satisfaction

94%

Report No. 348/19



Homelessness applications

694

GovScot



Road in need of repair

A roads

24%

B roads

36%

C roads

30%

LGBF

Performance Updates

Support planning in localities to identify the needs of our communities

We completed our annual programme of roads surfacing to ensure that local residents, businesses and communities have the roads infrastructure to thrive. We resurfaced 12.5km and surface dressed 47km of our roads.

As the Planning (Scotland) Bill progressed through Parliament, we responded to amendments proposed and made through professional bodies such as Heads of Planning, Scotland (HOPS) and the Royal Town Planning Institute. We have already begun work on new provisions and requirements introduced, such as improvements to the pre-application advice service and the introduction of charges for that service, considering the use of Masterplan Consent Areas to support Tay Cities Deal developments in Angus and the closer alignment of Spatial and Community Planning.

We continued to develop our online community engagement hub using Social Pinpoint, with a number of events being run over 2018/19 including Accessible Arbroath: Active Travel Town and Local Landscape Areas and surveys seeking contributions such as the Amphibian and Drains Project and Roadside Wildflower Hotpots. We launched the Angus Plan review on the platform which signifies the start of the process to review the Council's Local Development Plan adopted in 2016. The Council's use of the digital platform was the basis of a webinar run with the Improvement Service to illustrate good practice in digital engagement.

A 'right stuff, right bin' communications campaign was started and a redesign of recycling centre provision implemented from February 2019. This has led to significant improvement in recycling performance at recycling centres. The recycling rate at Centres for the period February to July 2019 has seen a 16% increase from 51% in 2018 to 67% in 2019. Waste data is monitored on an ongoing basis and reported annually to SEPA. The total household recycling rate for 2018 was 54.7%, which compares favourably with the Scotland-wide rate of 44.7%. The 2019 household recycling rate is forecasted to significantly increase due to the changes made at recycling centres.

We received the Innovation in Property and Asset Management Award from the Municipal Journal for the Montrose South Link Road to enhance the infrastructure for Montrose Port and businesses in the area, which has seen a substantial investment in the area from the private sector of over £100m and over 200 jobs created.

We fixed 98% of 107 traffic light faults within 48 hours; and just over a 1000 street lights with an average time to fix from when reported of less than three days. The number of street light faults have fallen consistently over the last 5 years as we near the completion of our LED light replacement which helps reduce our carbon footprint.

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 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 specific area and are provided with equipment, commenced and the number of volunteers signing up continues to increase. The total number of pledges increased by over 36% from 49 at 31 March 2017 to 77 at 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 such as 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.

A number of previous council properties have been transferred to communities either directly or through Community Asset Transfers under the Community Empowerment (Sc) Act 2015. This includes the old Montrose swimming pool to a local community group. Working in partnership with the council, the group were successfully awarded £2.26m of Regeneration Capital Grant Fund.

We dealt with over 200 enquiries and undertook 190 home visits to provide advice to citizens in regard to their energy use and costs through our Home Energy Advice Team.

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. 73.1% of Council stock meets the Energy Efficiency in Scottish Social Housing (ESSH) standard.

The Council engaged with local tenants' forums and continued to improve the quality of the existing housing stock by installing 326 new kitchens, upgrading 235 heating systems, and 32 bathrooms, replacing windows in 89 properties, and externally/internally insulating 646 flats and houses, whilst carrying out environmental improvements across the area to make our estates more attractive and accessible.

We provided 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

Our baseline 2018/19



Reach

52,807



Impression

33,443



Impression

204,100

Angus Council



Reduction of Buildings 2014-18

14%

Agile Reduction Delivered

100%

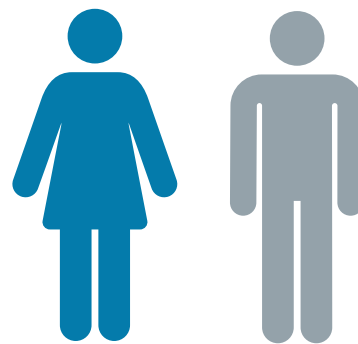
Angus Council



Health & safety:
Number of accidents/incidents reported

133 emp
236 non emp

Angus Council



Gender pay gap as
a % of workforce

0.7%

LGBF

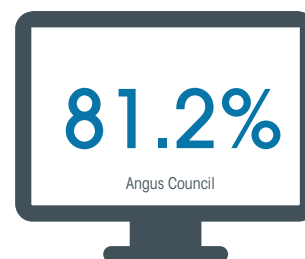


147
Fraud Investigations & Recovery

£108,427

Angus Council

People accessing digital services
Digital Certainty Index



Readability figures - people
understanding our online service

62.3%

Angus Council

Performance Updates

Focus on the needs of our customers

We developed e-billing for council tax customers. Customers can now view their account details online and will soon be able to view their bills online. This will reduce the number of bills requiring to be posted out every year.

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.

The Best Start Grant was launched by Social Security Scotland in 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%).

Angus Council received £27,000 funding for a pilot project for newly qualified social workers in conjunction with Scottish Social Services Council to support our workforce at the start of their professional careers. We were one of just three councils in Scotland to receive funding.

Over the past 12 months, during resilience incidents we increased our reach on social media platforms from an average of 350,000 impressions to 1.3 million impressions (impressions are where a post has been seen on a social media account).

We used social media to keep our citizens informed. During a refuse strike we used that reach to make sure that our citizens were aware of the services we could deliver and makes best of them.

We also used social media to engage directly with the people of Angus over our ambitious Schools for the Future Programme and our Early Years Programme consultation amongst others.

The INTERREG Like project, a multi-partner European co-operation project focused on the development of digital public services is now nearing completion with some key work streams around access to services developed. This includes Call secure which provides a quicker way to renew and pay for services. We also participated in an international Hackathon, hosted the mid-term conference for all partners, developed a Digital Genius programme for staff and the DigiKen programme for our citizens.

Be efficient and effective in meeting identified needs

We redeveloped our internal performance management system, Pentana, which records and monitors our performance throughout the year. This system links our Council and Community Plan priorities to everyday work with the ability to give real time updates enabling a flexible approach to service design and improvement. These will be the first steps for services to use data in delivering evidence-based practice.

The council has been working hard to encourage a better work/life balance for most employees. Wherever possible, requests for more flexible work patterns were 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 were successful in securing €15,000 WIFI4EU 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.

We were awarded the Real IT Award for innovative implementation of radio technology to provide cost effective connectivity for hard to reach school locations.

We introduced a mentoring programme in 2018 called Mentor Me, for women looking to develop their career. 18 applications were received and 6 were selected to be mentored by the Chief Executive, Heads of Service and/or Service Leaders. Five of the six have secured promoted posts in Angus Council.

The corporate equalities group undertook work to monitor the equalities, environmental and Fairer Scotland Duty assessments so that decision making is accountable.

There has been a narrowing of our pay gap since we started monitoring it in 2014. Our overall pay gap (Local Government, Chief Officers and Teachers) was 1.74 in 2017 and is now -1.05 (i.e. in favour of women).

Delivering our Change Programme

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

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

Work commenced to refresh the change programme and further develop an approach to identify coherent programmes of change to reflect the council vision and priorities, integrating with strategic plans.

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

We redeveloped and re-designed the project management guidance and documentation so there is a standardised approach covering all aspects of change across the council. 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 35 staff and meets monthly to identify lessons learned, areas of good practice, development areas and provide a supportive environment to discuss projects and ideas.

In terms of progress with the key programmes and projects during 2018/19, the following are the main highlights:

- **Procurement & Commissioning: Tayside Collaborative** - this project was re-energised by the joint procurement Project Board by agreeing key actions that were progressed during the year. Scotland Excel are providing additional resources in order to deliver this project.
- **Business Support Programme** - work commenced to scope and re-start the staffing related element of this project. Work to roll out the technical improvements was progressed in relation to process automation and the contact centre/web-chat. An extensive programme of work is also being undertaken with services to LEAN and digitise key processes.
- **Strategic Commissioned Partners: Angus Health and Social Care Partnership and ANGUSalive** - both these partners are working closely with the council to develop their strategic plans for change which have significantly contributed towards the council achieving a balanced budget and allowing essential services to continue.
- **Workforce Change: Teachers** - Planning was undertaken to identify deliverable efficiencies using an options appraisal with regard to achieving the best configuration of services,

coproduced with the services themselves. Further work was also undertaken about projecting the secondary school roll to ensure appropriate provision in the future.

- **Workforce Change: Managers' Review** - the final phase of the managers' review was completed and implemented. This provided the most suitable structure to continue to deliver sustainable services. Proposals have also been developed, in outline, in relation to terms and conditions for the workforce and these will form the basis of consultation with trade unions in due course.
- **Agile Working/Estates Review** - the final elements of the back office stage of the project were completed and planning for locality hubs progressed. These will provide suitable accommodation to support a range of services working closely with our communities. There is evidence that staff are benefiting from new flexible working arrangements that the new building layouts and workforce policies were designed to support.
- **Organisational Design/Zero Based Budgeting** - the majority of the exercise was during 2018-19 with the target saving met. Phase two will identify a series of options appraisals to identify future savings and innovation.
- **Making Best use of our Assets** - during the year a series of energy and carbon reduction projects were undertaken. This has helped us to reduce our carbon footprint by 37% and our waste management CO² has reduced by 74%. We have also hit our 2020 target for buildings energy, CO² and water and hit our 10% reduction target again for street lighting.