

ANGUS COUNCIL PLAN

2019-2024



2019/2020 Annual Performance Report

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

Welcome to our Annual Performance Report for the year 2019/2020. In February alongside our financial and workforce plan we outlined our Council priorities, including how they link with our Community Planning Partnership's aspirations. The Council Plan gave a broad outline of what we'll do to deliver our services and how we will measure our performance. This Annual Performance Report summarises our performance and highlights case studies which demonstrate our impact as a Council.

This report covers the period April 2019 – March 2020 but it is impossible to ignore the impact of COVID 19 on the work of the Council at the beginning of 2020 and in the period since. As indicated in the Council Plan, financially the challenge to deliver more with less continues and COVID 19 has brought additional pressures on services and the needs of our people in Angus.

The Report uses the framework of our key priorities and highlights how we have continued to focus on our economy, people and place. Angus Council is working incredibly hard to ensure Angus continues to be a place for business to grow and develop. Our work in developing the Mercury Programme and securing Tay Cities deal funding for clean energy growth is testimony to our efforts. The North Sea windfarm and our work with Seagreen to ensure the Port of Montrose and the surrounding area continues to expand is work the Council and partners have been instrumental in leading.

Our Council Plan proposed to 'maximise inclusion and reduce inequalities'. Our work on our Joint Child Poverty Local Action Plan has been progressed with our partners and many examples of innovative and successful work are detailed in our Report to the Scottish Government. We have also stuck to our commitment to deliver 1140 hours of childcare for families despite an extension being offered to enable that provision.

We also pledged to create 'strong resilient communities'. The involvement of groups and individuals at a locality level in determining where money should be allocated in their communities through participatory budgeting activity illustrated the power of engagement. The resilience of our communities has also been brought to the fore in more recent months in the amazing response communities have had in helping each other deal with the coronavirus pandemic.

Finally, being an efficient and effective Council enables us to ensure resources are spent wisely. This year we have looked in detail at our organisational design to ensure our services remain relevant to meeting new and changing needs. We continue to consider how we can be more transformational over the longer term. We have increased our cross boundary collaboration with a view to looking for further savings with regional procurement being our focus for the coming months.

Cllr David Fairweather
Leader of Angus Council

Margo Williamson
Chief Executive of Angus Council

Summary of Council Plan 2019-2024

Our Vision



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 accordingly
- 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:

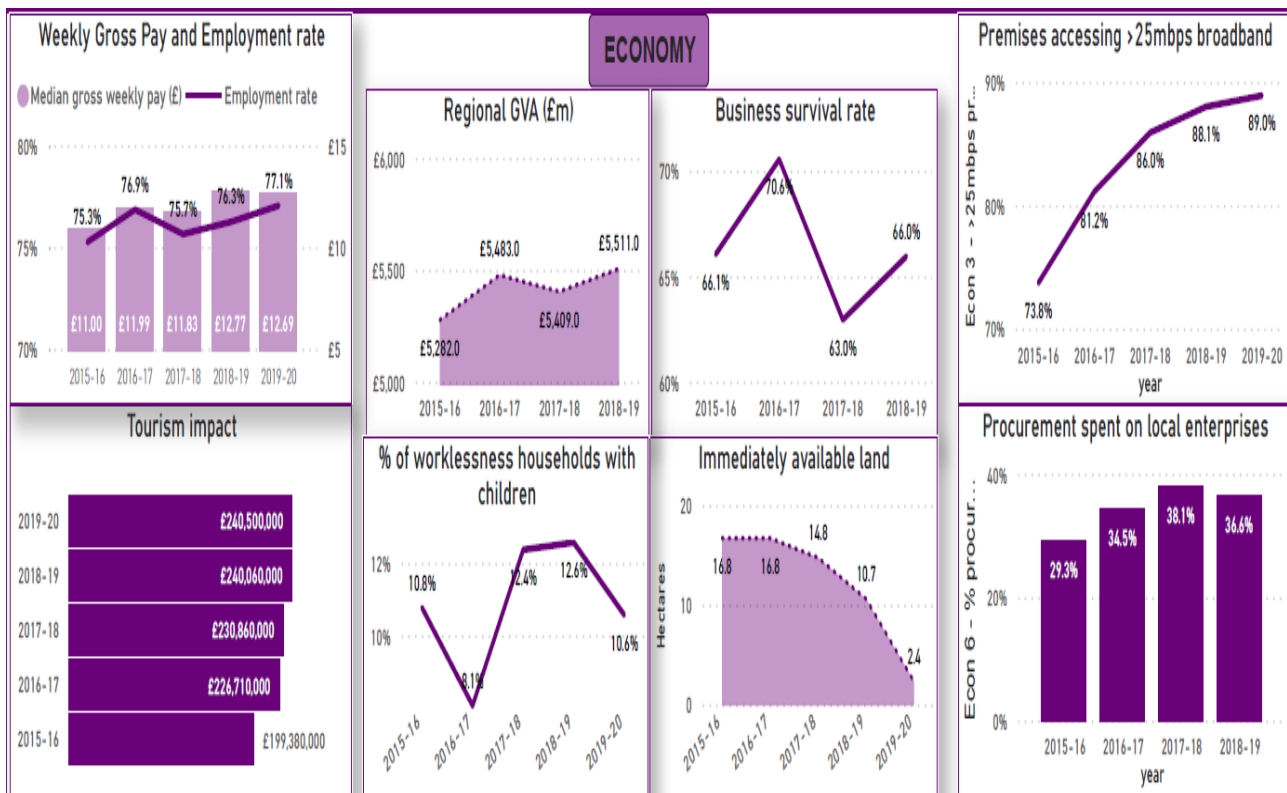
- Focus on the needs of our customers;
- Aim to be efficient and effective in meeting identified needs;
- Deliver our Change Programme

Economy

Angus is a 'go to' area for businesses

Indicators

- Employment rate - % of people in employment
- Wage levels – median gross weekly pay
- Productivity - % of GVA at regional level
- % of new business survival rate beyond three years
- Economic impact of tourism in £'s
- Economic immediately available land
- % of premises able to access broadband speeds >24 mbps
- % of my council's procurement spent on local enterprises?
- % of worklessness households with children under 16



Performance Updates

- The employment rate has steadily **increased** in Angus from 75.3% in 2015/16 to 77.1% in 2019/20, including a rise from 76.3% in 2018/19. Angus Council contributed to that by delivering a range of employability courses, training and targeted support.
- At the same time wage levels for Angus slightly **decreased** from £12.77/hour in 18/19 to £12.69/hour in 19/20, although this is the second highest figure for the past 5 years.
- Regional GVA for Angus and Dundee City has shown that there was an increase over the past 5 years from £5,363m in 2014 to £5,511m in 2018. Whilst it is not specific to Angus it does show the wider impact of increased productivity within the region. Note that there is no update available for productivity in 2019
- The Business Survival rate has **increased** from 63% in 2017/18 to 66% in 2018/19. Note the figures for 19/20 are not yet available. Angus Council has continued to support businesses with support and advice on a range of topics and through our Invest in Angus website. www.investinangus.com. Business Gateway who deliver business

support services on behalf of the three councils in the Tayside area continued to achieve and surpass annual targets.

- The economic Impact of tourism in Angus has **increased** to £240.5m, despite a 7% decrease in visitor numbers to 1.08 million. However, it must be noted that in 2018 Carnoustie hosted The Open. Overall visitor numbers to Angus have in fact increased steadily by 27% since 2010.
- The availability of employment land has **decreased by 77.5% from 18/19 which is a success** due to land sales.
- The number of premises able to access broadband speeds of at least 24 megabits per second has **increased** by 6.2% from 15/16 and from 88.1% in 18/19 to 89% in 2019/20.
- % of the council's procurement spent on local enterprises has decreased from 38.1% in 2017/18 to 36.6% in 2018/19. Note there is no update currently for 19/20. The change in performance is counter active to the improvement work that has done whereby we supported 13 meet the buyers' events with 96 Angus business attendees. These events provide the opportunity to discuss upcoming projects and opportunities with main contractors and public sector buyers. Our Meet the Buyer events give buyers and suppliers the unique chance to connect and build business relationships.
- In 2019 the % of worklessness households with children under 16 has decreased from 12.6% in 2018 to 10.6%.

Here's what we have done in 2019/20 to deliver the actions we set out in our council plan.

Tay Cities Deal – We have continued to develop projects and business cases under the Tay Cities Deal as well as develop the Regional Economic Strategy Action Plan with other Tay Cities partners.

Emerging Sectors - Working with councils across the east of Scotland, together with the three key offshore wind developers of EDF, SSE Seagreen and Red Rock Power, we supported the establishment of the Forth & Tay Offshore Cluster – one of only two in Scotland. We also took the lead in local supply chain development activity producing a capability matrix and online searchable database of 190 businesses, 36 of them from Angus to support sector procurement. We worked to support Montrose Port secure the contract to become the Operations and Maintenance base for the Seagreen offshore wind field, 27km off the Angus coast.

North Angus Corridor - We will conclude the study into the options for providing improved road infrastructure in the North Angus corridor with the identification of a preferred route(s), which will be progressed as part of the Mercury Programme and Tay Cities Deal. We have continued to work on the Local Plan for Angus and consider master plans for this area.

Broadband - The Digital Scotland Superfast Broadband programme has brought access to fibre broadband to more than 950,000 homes and businesses across Scotland so far. Over 95% of premises in Scotland can now benefit from faster speeds, supporting businesses, healthcare and learning and connecting families, friends and communities. In Angus we now have 17,485 with access to speeds greater than 30Mbps. In addition, we worked with Virgin Media to agree for fibre to be installed in 9,500 houses in Arbroath.

More Joint Ventures – We began a review of our development land and industrial property to help us identify potential opportunities for working together with the private sector to expand our commercial portfolio to meet growing business demand. Our occupancy rate over 19/20 sat at 92% an increase year on year since 2015 of 80% and sustaining the average

occupancy rate of 92% from 2018/19. This review will form part of a 10 year Land & Property Strategy due in 20/21. Joint venture discussions were ongoing for the Zero Four 123 acre proposed clean energy technology park on the former Montrose Airfield site. The site was however sold to Crown Estates Scotland and the same discussions have begun with them. This should allow a partnership approach to secure new businesses into the area.

Sector Industry groups – We have supported the industry leaderships groups across, tourism, golf and food & drink to deliver against the strategies and action plans developed in partnership to grow the visitor economy and the sector capabilities.

Employability and Skills – The council committed to an innovative modern apprenticeship recruitment programme for 40 young people over a three year pilot project. The first cohort of 20 should start on their SVQ qualification route in August 2020 and will be given additional leadership and customer care training as well as individual mentors to support their progress.

The Skills Team delivered 3 Skills Development Scotland contracts in 2019/20, Employability Fund Stages 3 and 4 and Modern Apprenticeships in Business and Administration. We completed our Modern Apprenticeship contract of 10 in 19/20 an increase of 10 places on previous year supporting employers and Angus Council departments. Our Employability Fund contract was reduced by 7 in 2019/20 due to more providers in the area and allocation of places but we completed our allocation of 35 places. The Skills Team supported 16 employers with an In-Work Training Allowance through funding from No One Left Behind for the benefit of unemployed residents in Angus who met eligibility criteria and have barriers to employment. Through our Personal Development Fund, we supported 39 Angus residents with training and barrier removal to enable them into employment. We also delivered 7 World Host Principle of Customer Care workshops upskilling 69 people in customer service techniques from employers, employees and Angus secondary school pupils.

Economy: Case Study – Angus Offshore Wind

Offshore wind sector is expanding rapidly in the region providing huge business and job opportunities to Angus as outlined in the UK Industrial Strategy, Tay Cities Deal Economic Strategy and forms part of the Mercury Programme.

Montrose Port was selected as the home for Operations & Maintenance (O&M) base for the SSE Seagreen Wind Farm for the 25-year life of the project. Seagreen is the largest wind farm in Scotland, located 27km off the Angus coastline, providing a significant contribution to Scotland's net-zero ambition and enough clean energy to power over 1 million homes. The project is expected to add up to 410 jobs annually. Its Montrose O&M base will include an operations building, repurposed warehouse, communications tower, and a pontoon for crew transfer vessels traveling to the Seagreen site offshore.

Angus Council, together with Montrose Port, organised a Seagreen supply chain event on 27 February 2020 highlighting the opportunities the project would bring to Angus. The event was attended by over 90 supply chain businesses.

In order to maximise the opportunities from offshore wind development to our local businesses, Angus Council has adopted a cluster approach by working regionally in collaboration with east coast councils, key developers and Scottish Enterprise in the form of Forth & Tay Offshore. This is one of only two clusters in Scotland. We are leading the supply chain development activities on behalf of cluster in order to accelerate and expand the growth of the offshore energy sector in the region.

We also developed a capability survey to identify the current and potential offshore wind supply chain companies and their capabilities. Consequently, 190 businesses are on Forth and Tay Offshore directory featured on a searchable database, with 36 of them Angus companies.

In addition, the Invest in Angus website was developed to include offshore wind as a key sector. The website includes details on the regional offshore wind projects and Angus supply chain companies and their capabilities. Also, bi-monthly offshore wind e-news is distributed to our local businesses featuring the latest business and funding opportunities, news, events and webinars on regional and national offshore wind developments.

Economy – Case Study - Three-Year Pilot Modern Apprenticeship Programme

In 2019 research identified that only 3.98% of the council's workforce was aged 16 – 24 years with only 34 of those following a recognised Modern Apprenticeship qualification. Angus also had the 9th highest level of unemployment in the 16-24-year age grouping, with 488 young people unemployed, an increase of 36 from the previous year. This rate is higher than the national average.

It was therefore agreed to implement an innovative three-year pilot Modern Apprenticeship Programme recruiting 40 young people progressing through an 18-month formal MA programme across the council.

This pilot programme supports the further development of the council's Workforce Plan and recruitment split over two cohorts – April 2020 and April 2021. It was agreed to add additional training and support:

- A bespoke MA leadership training programme based on the council current competencies and delivered by our OD and HR teams over the three years of the MA programme.
- The MAs will also undertake World Host – a customer service programme.
- Set up an MA Leadership Forum in a similar format to the council's current Forums. This would encourage apprentices to share good practice and promote learning in the workplace.
- A team of MA mentors drawn from the participating council services. Each mentor would undertake the council's 3-day coaching programme to help them support the MA.
- All MAs will have a guaranteed interview on completion of their 18-month programme if posts become available. However, support will be given on job interview skills as the final element in their training.

Internal awareness session took place across November and December 2019 identifying notes of interest for 23 MAs.

Economy – Case Study Angus Council Commercial Land & Property Portfolio 2019/20

Angus Council's Commercial property portfolio in 2019/20 comprised of 108 leases, consisting of 6 ground leases and 102 units. The Commercial Property Portfolio achieved an average occupancy rate of 92% (based on unit area) over this period, successfully sustaining the average occupancy rate of 92% from 2018/19.

Together with teams from Estates and Legal & Democratic Services, Economic Development have pro-actively managed the commercial property portfolio. Working closely with business to understand their needs and taking a flexible approach to solving accommodation problems, occupancy has increased from 2015 to 2019 from just over 80% to the annual average in 2019 of 92% in what has been a challenging market. This has involved a combination of local business expansion and inward investment.

In 2019/20 125 land and property enquiries were received, with by far the majority for industrial units (53%). Demand for the Council's available commercial property over this year was focused across the following Angus towns Brechin (22%), Montrose (21%), Arbroath (20%) and Forfar (19%).

Land sales since 2013 to the end of financial year 19/20 have generated capital receipts of over £2.9 million.

The property portfolio sustains in excess of 1250 jobs and since 2013, the development land has generated an estimated 1,100 jobs and safeguarded over 500 jobs in Angus.

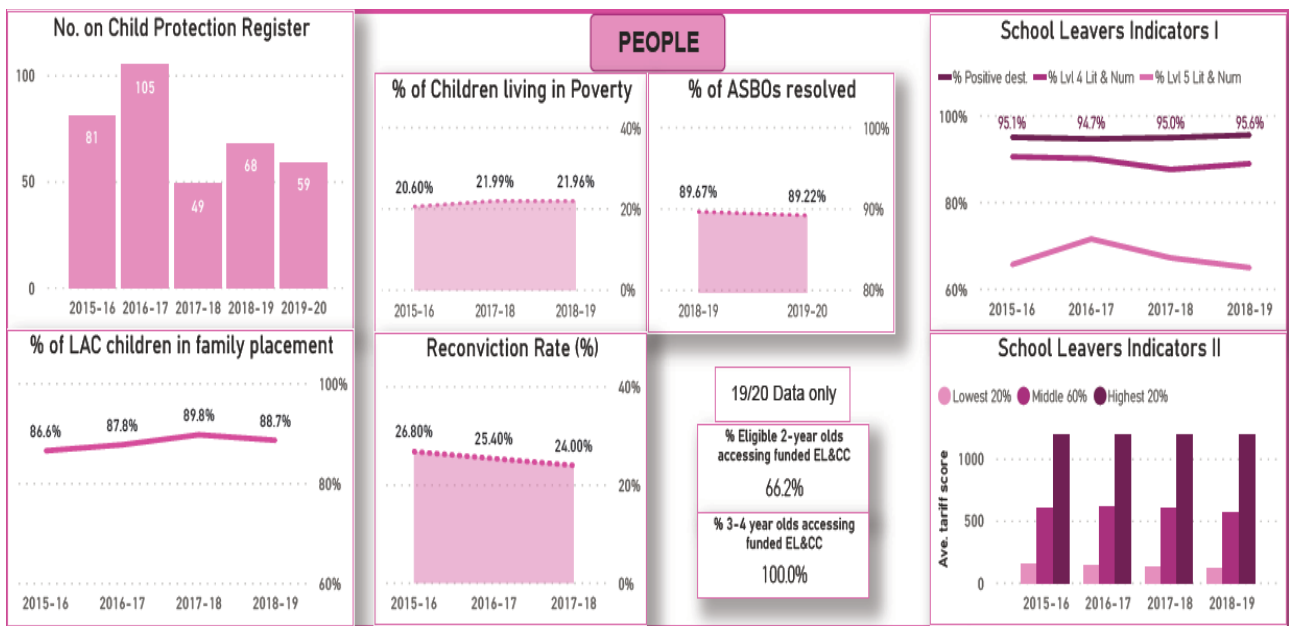
A LEAN Review was undertaken in 2019/20 to improve the effectiveness of the business property leasing process, build resilience within the system and to ensure that the process is meeting council priorities and maximising income.

People

We want to maximise inclusion and reduce inequalities

Indicators

- % of school leavers achieving level 4 and 5 literacy and numeracy
- % of school leavers entering a positive destination
- Comparison of Angus school leavers attainment with similar groups - Low 20%, 60%, High 20% cohorts
- % of looked after children cared for in a family setting
- Number of children on the child protection register
- % of children living in poverty in Angus
- % of children accessing funded entitlement to early learning & childcare
- Rate of reconviction
- % of anti-social behaviour complaints resolved



Performance Updates

- The percentage of school leavers achieving level 4 literacy and numeracy has **increased** from 87.7% in 2017/18 to 89.0% in 2018/19 while those achieving level 5 has **decreased** from 67.3% in 2017/18 to 65.0% in 2018/19. Please note that data for this and other school leavers indicators in 2019/20 are not yet available. The number of school leavers entering a positive destination has **increased** from 95% in 2017/18 to 95.6% in 2018/19.
- The comparison of Angus school leavers performance with similar groups shows that all three attainment cohorts have **decreased** from 2017/18 to 2018/19. They are all also **below** the virtual comparator in 2018/19. The lowest 20% attainment cohort decreased from an average tariff score of 127 in 2017/18 to 119 in 2018/19, the middle 60% cohort decreased from 605 to 575 and the highest decreased from 1232 to 1195. All for the same period.
- The percentage of looked after children cared for in a family setting has **decreased** from 89.9% in 2017/18 to 88.7% in 2018/19 but is still the second highest figure for the past four years.

- The number of children on the child protection register has **decreased** from 68 in 2018/19 to 59 in 2019/20. We have invested in support for vulnerable families at the Glen Isla Project to test change in how we manage demand and the impact it has
- The percentage of children living in poverty has **increased marginally** from 22.96% in 2017/18 to 22.99% in 2018/19. In 2019/20, we invested to expand our programme to provide meals for children who normally receive free school meals over the holiday periods. In addition, during 2019/20 the Welfare Rights Service dealt with 3643 enquiries, represented at 270 benefit appeals and secured £6.2m in financial gains for Angus residents. This is all part of the Angus Joint Child Poverty Local Action Plan.
- 66% of eligible 2 year old children and 100% of 3 and 4 eligible children accessed funded entitlement to early learning and childcare in 2019/20. Data is only available for 2019/20.
- The rate of reconviction **increased** slightly from 23.8% in 2016/17 to 24.0% in 2017/18. Data for 2019/20 is not available as 2017/18 was only published in October 2020.
- % of anti-social behaviour complaints resolved has remained **consistent** from 89.7% in 2018/19 to 89.2% in 2019/20.

Here's what we have done in 2019/20 to deliver the actions we set out in our council plan.

Early Learning and Childcare – We invested in Early Learning and Childcare to support children and families early to help ensure the best possible outcomes. We commenced work on new early learning and childcare centres in Carnoustie and Forfar.

Angus Schools for the Future - 'Angus Schools for the Future', is our ambitious 30 year strategy for our learning estate. We started consultation with children, young people and communities to make sure we get the best possible facilities that will support future learning.

Supporting Families – Our redesigned Children, Families and Justice Services is focusing on the holistic needs of children and their families with support provided by locality teams. We have supported children and young people in crisis and offered intensive flexible time limited support services.

We used the Attainment Challenge Fund for Looked After Children to design a team to improve inclusion in schools; Angus Inclusion Service. Since starting in October 2019, we have had 3 Inclusion Support Workers working with 22 young people across the community, at home and in school. Impact?

Health & Social Care Partnership - Angus Health & Social Care Partnership priorities for change are set out in their Strategic Commissioning Plan 2019-2022 and are reported annually. As an example, however Angus Health & Social Care Partnership with the Enablement Response teams, Cairnie Lodge IIC Unit, Physiotherapist staff & Service Users and families developed a new programme to support those experiencing isolation in Angus. The Check TEC Out initiative allows people to have the opportunity to try various items of alternative commercial TEC that they may not otherwise have the chance to try.

We also:

Introduced the SQA Work Placement Unit at level 5 to the Angus Works Programme (AWP) which was pre-approved for schools. Schools are invited to use the resources, evaluations and the applications to put the young people who undertook the 13-week placement forward for this award.

Mini Angus Works (MAW) was developed to support these young people. Mini Angus Works provides a shorter more supported programme where young people are referred when applying for AWP, or by schools and/or colleagues in social work. This may be due to them having additional support needs, social and emotional needs or identified as looked after/young carer. Mini Angus Works 2020 saw 32 referrals over 16 areas of the council. These young people can also be put forward for the SQA Work Placement Unit at level 4 award which was pre-approved for schools

As part of the development of the new Wellbeing Network an event was held with local people (58 attendees) on the services they access for mental health challenges. This also included the support being rolled out in schools to build resilience.

People – Case Study: Children and Families – Inclusion Support

Angus Corporate Parenting Board is the group working together across agencies to ensure that children and young people who are 'looked after' or who have experience of the care system have the same opportunities and chances to succeed as their peers. Corporate Parenting means applying the same level of commitment and compassion to provide opportunities for children and young people under your professional care as you would for your own children.

Our data and feedback from young people highlighted a disproportionate number of episodes of exclusion and part time timetables for looked after children in Angus. Our aim is to address this inequality and support young people to remain in school. We have used some of our Attainment Challenge Fund for Looked After Children to design a team to improve inclusion in schools; Angus Inclusion Service.

Since starting in October 2019, we have had 3 Inclusion Support Workers working with 22 young people across the community, at home and in school. This tailored support has enabled young people to engage age 8 and upwards in restorative work, coaching and mentoring, have direct support in the classroom and with their learning and in community activities and to build resilience, feel valued and listened and connected to their education. Staff in schools have been highly receptive to the support and have worked as part of the team to keep the young person in school and ensure the wellbeing and safety of all.

Aimee is 14 and works with an Inclusion Support Worker because her aggressive behaviour in school towards both peers and staff resulted in a part-time timetable and several exclusions. The impact on Aimee of spending increased time at home made her even more isolated from her peers, unhappy, anxious and at risk of her home situation breaking down completely. Since working with the service both in and out of school, Aimee has increased time in school significantly and is supported to engage in activities in the community. Aimee says she feels more confident in herself and has more trust in the adults around her. Aimee has not had any exclusions in the 4 months she has had support.

The Inclusion Project works not only with young people directly, but with staff to improve their understanding of the impact of trauma on behaviour. Training has been delivered to residential staff and family support workers on attachment, nurture, attunement, trauma, and grief, loss and bereavement. Evaluations are very positive, and staff report greater confidence in supporting young people with very complex issues.

"I found the training very helpful. Really enjoyed discussing the forms of attachment beginning in brain development through to helping develop more secure attachments for the young people".

"Improved my awareness of effects of loss and how this can be discussed with young people".

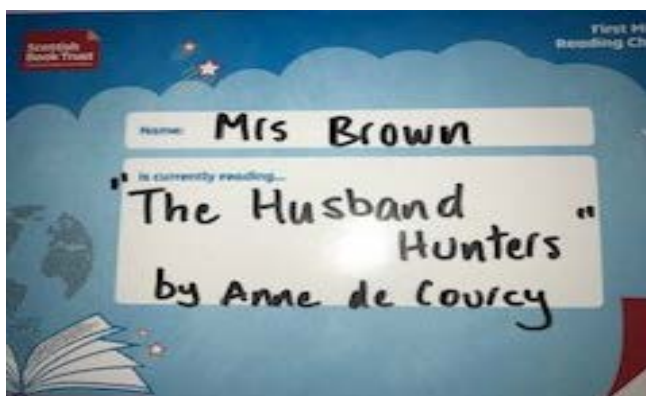
The Inclusion Support Service will continue through 2020/21 before full evaluation.

People – Case Study: First Minister’s Reading Challenge

Our schools recognise that reading has the power to change lives and that developing a love of reading in childhood can have a huge impact on educational attainment and future wellbeing. Many schools have worked hard to develop a reading culture in their communities. The following case study illustrates the various ways in which a reading culture can be created to encourage young people to read for pleasure.

Arbroath High School registered to participate in the First Minister’s Reading Challenge (FMRC) in order to raise awareness of the importance of reading across the school community. This programme encourages reading for pleasure strategies and opens access to useful reading culture resources and opportunities.

Led by the Depute Head Teacher and school librarian, the first step was to hold a professional learning session for all staff to promote the FMRC and encourage everyone to see themselves as reading role models for young people.



These signs were posted on every classroom door and office as a way to highlight interesting books and encourage discussion of reading.

Other reading for pleasure strategies were then adopted and included:

- A calendar of reading, drawing from sources such as the National Literacy Trust’s ‘Mapping the Reading Year’, ReadWriteThink’s ‘Calendar Activities’ and the Scottish Libraries Information Council’s ‘School Library Calendar’
- Promotion of Book Week Scotland and World Book Day/Night
- Events such as our Big Book Swap, Drop Everything and Read sessions, The Children’s Book Awards and Books of the Week bulletins
- An Improvement Science Methodology Project focused on increasing the amount of time spent on reading for pleasure by S1 pupils
- Expansion of the paired reading scheme: S2 pupils as “reading buddies” for children from associated primary schools

Despite the challenges presented by COVID-19, Arbroath High School maintained its focus on whole reading activities:

In a virtual world...

As our year following the FMRC drew to an end we were, just like schools and libraries across the world, having to adapt quickly to changing circumstances and develop ways of encouraging and promoting reading for pleasure in a virtual school. Although there was little time to do this, we were determined not to lose momentum. All pupils in Arbroath High School are part of online Library Teams where there is daily contact with the school Librarian and access to a multitude of online resources. There are discussion groups, channels to post their 'current reads', News Literacy activities such as spotting fake news, links to the many author and illustrator events, literacy-focused BBC Bitesize tasks, links to e-books and magazines via the Public Library service, access to our school library catalogue to blog about their reading habits and to upload book reviews. We also encourage all pupils and parents/carers to follow our Twitter account for updates and resource links. We have promoted Bookzilla to all pupils and taken part in Twitter 'read-a-longs' and the National Literacy Trust's Literacy Under Lockdown survey. Pupils are also encouraged to keep up with their Reading Logs and to send in the titles they have read for their FMRC Group Passports.

All this work has been recognised by the FMRC and Arbroath High School was selected as the national winner for the Reading Inspiration Challenge.

"Arbroath have made great progress with promoting reading for pleasure this year. They made sure that the whole school community felt involved and included, with impressive events involving departments across the school, a weekly reading group for pupils with additional support needs and a new Manga club

People: Case Study - Check TEC Out Initiative

Angus Health & Social Care Partnership with the Enablement Response teams, Cairnie Lodge IIC Unit, Physiotherapist staff & Service Users and families developed a new programme to support those experiencing isolation in Angus.

The Check TEC Out initiative works alongside the Enablement and Response scheme. It allows people supported by the Enablement and Response Team to have the opportunity to try various items of alternative commercial TEC that they may not otherwise have the chance to try. As they come onto the scheme, they are assessed for specific pieces of technology that may support their needs. If equipment is identified the service users are loaned the equipment for a period of 4 weeks. During this time, they will be asked to evaluate the equipment to see if it supports them and helps them to feel more safe and able to manage at home. By doing this it is hoped that they will gain confidence in using TEC enough to encourage them to try other TEC that can aid them to remain independent at home.

Equipment being supplied throughout the trial includes, Echo Dot, Remote Control plugs, Wireless Motion Sensing LED lights, Magiplugs, Ownfone (simple, easy to use mobile phone), Projector Clocks, Automatic LED Toilet Lights, Droplet Hydration Systems (to prompt fluid intake).

Key learning from this programme included recognising that not all people will want to engage or are interested in taking part, and it is important to build a robust system that acknowledges this yet still incorporates people's views for taking forward as part of the development plan for future projects.

Manage expectations so that these are not unrealistic or unachievable in a given period of time. It takes time to build momentum and once gained continuing work required to ensure momentum is maintained

For Service Users who were open minded about TEC the scheme proved very effective in providing extra reassurance and support allowing Service Users to better manage their home environment.

Family members supporting the Service Users appeared more engaged than the service users themselves and saw the project as a great tool to help them provide ongoing support to their parents etc.

"I was very pleased with hydration cup and wanted to keep it"

"I've found the remote control plugs very helpful, and have purchased a set for myself"

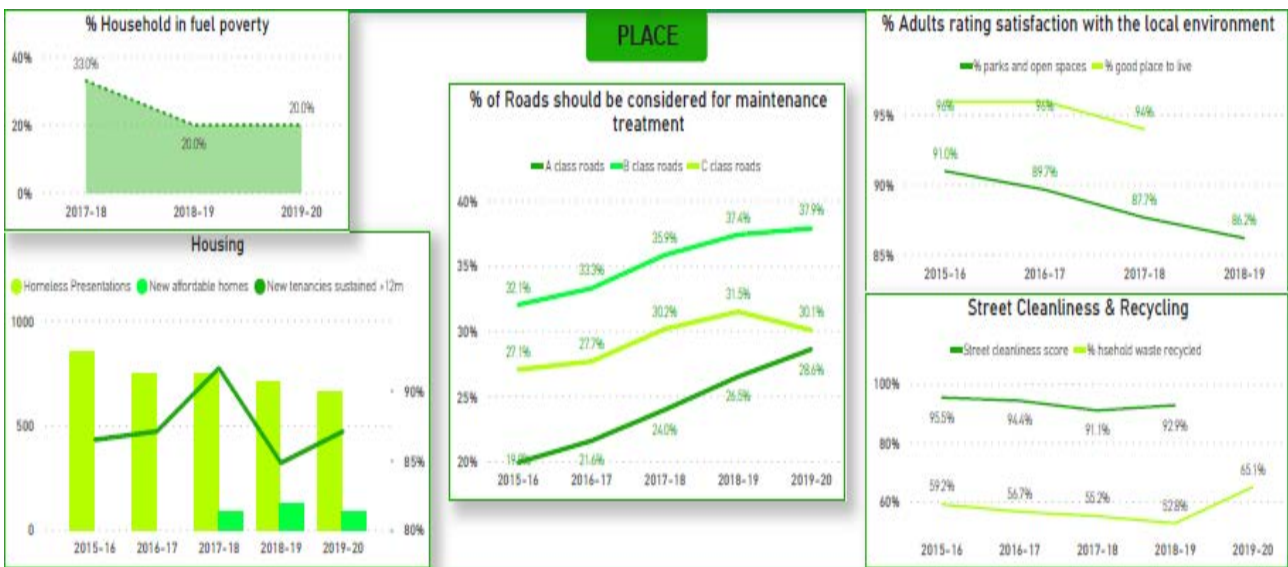
"I thought it was a great idea for mum to try"

Place

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

Indicators

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



Performance Updates

- The percentage of household waste sent to recycling **increased** by 12.3% from 52.79% in 2018/19 to 65.12% in 2019/20. This largely due to the actions noted below on recycling provision in Angus.
- The LEAMS Street cleanliness score **increased** from 91.1% to 92.9%
- The percentage of adults stating their neighbourhood is a good place to live **decreased** from 96% in 2017/18 to 94% in 2018/19. Data is not available for 2019/20.
- The percentage of adults satisfied with parks and open spaces continued to **decrease** down 1.5% on 2017/18 to 86.2% in 2018/19.
- 20% of households were experiencing fuel poverty in 2019/20 which is **the same** as 2018/19. Held a specialist session for 24 people on Climate Change which was held in partnership with Scottish National Heritage. While climate change was the key topic a lot of the proposed solutions and actions also focused on reducing poverty in the area.
- The number of homeless applications **decreased** from 741 applications in 2017/18 to 653 applications in 2019/20.

- The number of Council tenancies sustained for 12 months **increased** from 84.84% in 2018/19 to 87.10% in 2019/20 which is on target.
- The percentage of Class A and B roads that should be considered for maintenance have continued to **increase** to their highest level in 2019/20, while the number of Class C roads considered for maintenance **decreased** from 31.5% in 2018/19 to 30.5% in 2019/20.
- The number of affordable homes delivered in 2019/20 (92) **decreased** from the 128 delivered in 2018/19.

Here's what we have done in 2019/20 to deliver the actions we set out in our council plan.

Recycling: A review of recycling centre provision in Angus and the resultant removal of general waste skips from four out of seven recycling centres in February 2019 resulted in a significant increase in the recycling rate achieved, from 52.79% for the year March '18-February '19 to 65.12% for the year March '19-February '20.

We have continued to promote recycling at home via a range of channels. We have attended many schools and community group meetings to promote and discuss recycling. We have also used our social media pages to communicate key recycling messages. For example, we put out a series of social media posts during national recycling week to support the campaign. This has helped to sustain us as one of the best performing recycling councils in Scotland.

We completed our review of shift patterns for waste collection staff. Following consultation with staff and further talks with trade unions a revised shift system was agreed and implemented during 2019. This has delivered a significant financial saving while still allowing us to provide the same quality and range of services to households in Angus.

Car Parking Charges Since the reintroduction of car parking charges to our main car parks in Angus in November 2018, we have been monitoring their usage and behaviours of users. This has allowed us to introduce a range of modifications to the system, including introducing cash payment meters and additional options for parking permits, and changing the periods for parking in short-stay car parks. However, the usage of the car parks and hence the funds raised has not been at the predicted levels. This has required budget management to minimise the impact on the costs of maintaining our roads assets and transportation services.

Active Travel Hub - Angus Council was successfully awarded £306,500 from the European Regional Development Fund (ERDF) and Transport Scotland Low Carbon Travel & Transport Challenge Fund (LCTT) to develop an Electric Charging Hub based at Orchardbank, Forfar. The hub consists of an EV Charging Hub including 4 rapid, 3 fast and 2 slow EV charging points and 28 new parking spaces. Work was delayed but now scheduled for completion in early 2021.

Winter Maintenance – We have reviewed our winter service provision in light of the challenging financial climate and the provision across other areas of Scotland and are now realigning our service. We are actively seeking to engage communities to help us prioritise routes and work with us to extend our provision themselves

Roads Surfacing Dressing - Preventative maintenance of our roads infrastructure reduces both future higher repair costs and accidents. The aim of surface dressing is to seal the road

surface; reduce freeze/thaw potholes; increases skid resistance of the road surface. We wanted to provide a more extensive preventative programme with an allocation of £0.750 million over two years and allocated a further £0.35 million to roads maintenance to continue this valuable preventative programme to the end of 2020/21.

Public Transport - The Real Time Information – Bus Service project provided efficiency and savings benefit by changing the current radio-based system using aerials on bus stops and buses to a system utilising digital technology. A chip was installed at each bus shelter by 31 March 2019, with a feed allowing the on-bus ticket machines and bus shelters to transmit real-time information between each other. 90 displays were upgraded at bus shelters to make this information available. The use of real-time information decreases the perceived and actual wait times for passengers and improves satisfaction. Over a two-year period, this project has saved £30,000.

£13.2 million was awarded to Angus Council for the Arbroath's Places for Everyone project. The project involves making Arbroath more accessible and our travel more active. The project will make better use of our open spaces, improve links to the rail and bus stations, town centre, and West Port, college campus, the harbour and West Links. This will benefit both local people and visitors. An expression of interest has also been submitted for the next round of Places for Everyone funding for enhanced cycle route from Arbroath to Friockheim.

Through Cycling, Walking, Safer Routes we secured a £512,000 programme of investment to improve access to our routes and transportation networks, including safer cycling and walking – significant areas of work, which has been further highlighted by increases in Active Travel during the COVID-19 pandemic.

Community Empowerment – we committed to investing in a new approach to community participatory budgeting. In Angus this was badged as 'Choice for Angus'. In total 144 groups across Angus were involved in developing projects/proposals for a share of £200,000. 144 proposals were received totalling £684,198.23 with suitable projects then being put forward for online voting and token voting at venues across Angus. As a result of the voting process, 71 projects received full funding and 4 projects received part funding all relating to 'Reducing Child Poverty'.

Crowdfund Angus was developed to empower communities and enable them to lever in the funding they needed for local projects. In this period 16 projects have been supported by the Crowdfund Angus portal raising £43,779 for Angus organisations, businesses and individuals and since the launch in 2015 82 campaigns have appeared on the Crowdfund Angus portal raising a total of £268,392.

Town Centre Support – We were awarded £50m from the Town Centre Fund which was distributed to each town in Angus. Though public consultation a range of capital projects were identified to be delivered by March 2021.

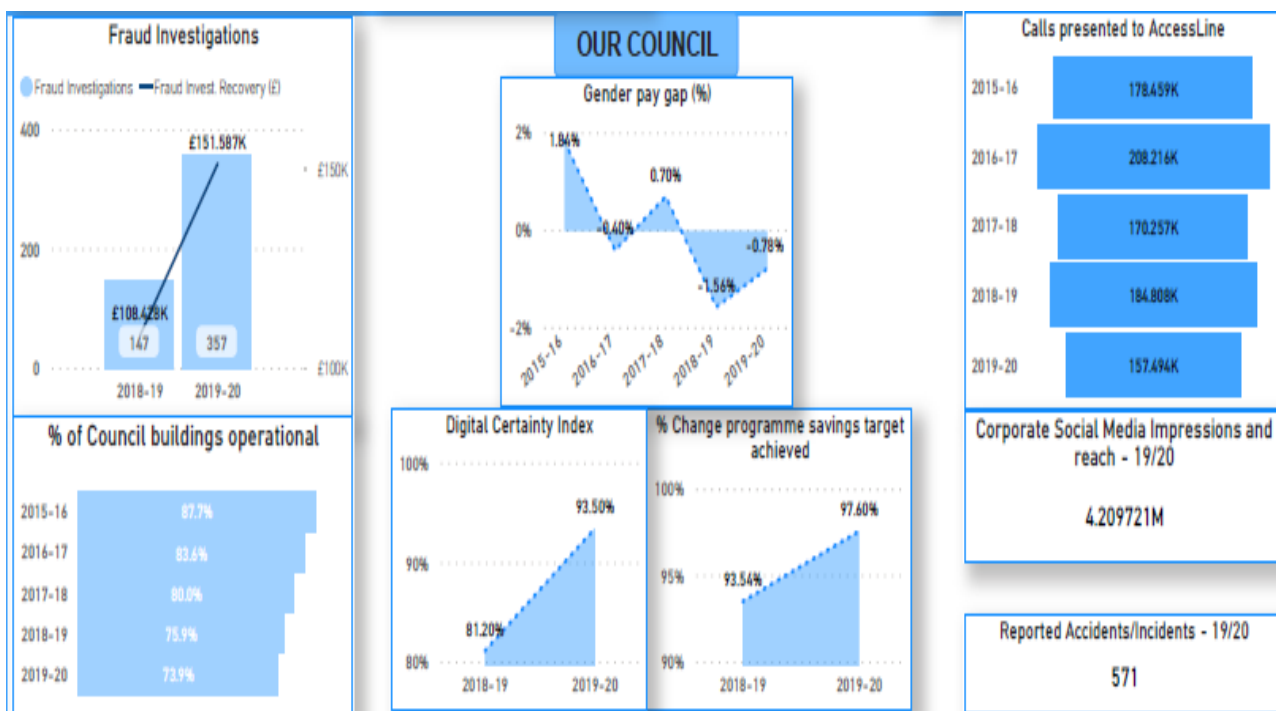
Flood Prevention - The flood protection scheme for the Brothock Water through Arbroath has progressed to construction stage in October 2020. The scheme will provide protection from flooding to properties and businesses in the area. We also continue to work across Angus in delivering actions to manage flood risk, working with our communities and residents to allow them to protect themselves.

Our Council

We want Angus Council to be efficient and effective

Indicators

- Access to digital services via Digital Certainty Index
- Equalities - gender pay gap as a % of workforce
- ACCESSLine – number of calls reduced
- Social media engagement rates with Angus Council
- Operational buildings - % reduction in the number of council buildings
- Number of Health and safety reported accidents/incidents
- Number of fraud investigations and levels recovered in £'s



Performance Updates

- Access to digital services via Digital Certainty Index has shown an increase from 81.2% in 2018/19 to 93.5% in 2019/20.
- The gender pay gap has **increased** from -1.68% in 2018/19 to -0.78% in 2019/20 but is still showing a negative pay gap.
- We continued to **reduce** the number of operational buildings from 75.5% in 2018/19 to 73.9% in 2019/20
- The number of calls to ACCESSLine **reduced** from 184,808k to 157,494k in 2019/20 showing a shift to alternative channels. This is coinciding with increase in social media.
- The number of social media followers/engagement rates with Angus Council was 4.209m in 2019/20 and continues to grow and increase importance as channel of communication
- The number of reported accidents/incidents was 571. There is no comparable data from 2018/19. The number of fraud investigations **increased** significantly from 2018/19 where there were 147 compared to 357 in 2019/20. The amount recovered **increased** from £108,428 to £151,587. In our council plan we said we would employ an additional

officer to help our capacity for investigations. The impact of doing this is shown in the results this year.

Here's what we have done in 2019/20 to deliver the actions we set out in our council plan

Regional Collaboration - We have continued to develop our partnerships to deliver services better, more efficiently and effectively. This will continue to expand with the Tay Cities Deal, Regional Procurement and the Tayside Regional Collaborative work.

Staffing Reviews - The review of pay and grading is ongoing with a target date of 1 April 2021 for implementation of a revised pay model.

It was agreed by the Corporate Leadership Team that implementation of changes to terms and conditions affecting pay should be postponed and further reviewed in 2022. Health and well-being policies that were developed as part of the overall package of changes were however consulted upon and agreed for implementation following consultation with trade unions.

Organisational Design - All services undertook a workforce planning exercise and developed a service workforce plan. These plans included analysis of current workforce, identification of future skills, knowledge and required behaviours and highlighted shortages, surpluses and skills gaps with strategies and timescales for addressing issues. A review and refresh of the guidance and toolkit will be undertaken in 20/21.

Zero Based Budgeting - We reviewed how we currently resource services and took a zero based budgeting approach to scrutinise spend in every service. This approach is examining every budget line to realise a 2019/20 savings target of £2.4 million.

How Good is Our Council? – To assure appropriate accountability for performance and outcomes we introduced How Good is Our Council. We started rolling out self-evaluation and training to all services to ensure we are a performance-led organisation. This work continues in 2020/21.

Partnership Review - Angus Alive: Council and ANGUS Alive officers have worked closely to help understand the current business model of our charitable trust. This information will be used in future to develop a Business Plan and updated Services Specification to best meet the needs of our communities.

Tayside Contracts: Following a collective workshop in December 2019 between Tayside Contracts Angus, Dundee City, and Perth and Kinross Councils a number of improvements and potential opportunities were identified and are currently being developed and progressed between all four partners

AHSCP: Officers regularly liaise to ensure that the partnership working is strengthened around matters including strategic planning, key operational matters and risk management

Third Sector: Last year saw broad representation and involvement across a number of events in Angus towards transforming how services are delivered with focus on moving towards outcome driven commissioning.

Procurement Best Value - We are scrutinising procurement and contracts both in terms of their scale and scope. We will ensure best value for the public pound through better

management of our contracts, as well as working with other councils to get the best deal for Angus.

We also

To achieve our goal of being a more **commercial organisation** and to also reduce our estate even further we invest in an assistant paralegal post officer in our legal team to progress property title and sales as well as an officer in the assets team whose sole purpose is to bring surplus properties to market for rent or sale as may be appropriate

In order to work towards the implementation of **Artificial Intelligence**, we have been rolling out webchat across our website to monitor trends and common phrases and questions that our customers use. This data will be used to build up a library of responses that the AI can use to assist customers more effectively. A specific role within ACCESS has been set up to increase our use of web chat and to work with IT and Digital Enablement to bring this work forward.

As part of our work to increase **our employee engagement**, we have introduced a suite of tools which include Peer-to-Peer recognition where colleagues are able to recognise the great work of others. This has been a very popular feature, with 959 high fives being given between November (when the system was introduced) to the end of March there have been 959 high fives given.

We introduced a **virtual suggestions box** where colleagues are able to submit anonymous suggestions for changes and improvements, or even just give feedback on something. The suggestions are shared with the appropriate team/service for consideration and we are working on a way to give feedback back to the workforce on the suggestions received.

Employee Voice was created to provide a forum which gives colleagues the opportunity to hear about and shape future organisational initiatives. The first of these focused on refreshing the Council values and was incredibly well received.

Delivering Our Change Programme

Excellent progress has been made through the Change Programme in terms of transforming the Council to be a better, stronger, sustainable and smaller council, while delivering growth in our economy, supporting our people and working to improve outcomes in line with our strategic plans. This includes progressing cultural change and workforce development in the organisation, while shifting resources to focus on improving outcomes through new ways of working.

There are many examples of areas where improved outcomes have emerged. Key aspects include benefits gained from some of the work previously outlined and including: -

- Schools for the Future programme
- Digitisation and automation of processes
- Next phase of agile working
- Service reviews
- Initial stages of Procurement Review
- Decarbonising our environment, mainly by change to LED lighting: The programme of replacing our light fittings with LED has been an ongoing project since 2019, with

the main element to convert 21,000 street lighting sodium units to LEDs. A further phase was on traffic signal conversions to LEDs, which reduced energy consumption, reduced faults and gave the benefit of tackling climate change.

During 2019/20 a saving of £110,000 was achieved with the project still progressing and further savings in the region of £95,000 identified.

- Real Time Information (RTI) – Bus Services
- Taking a more preventative approach to managing day-to-day demand on services, including working with communities to encourage them to become more involved in their areas.

During 2019/20, £9,974,711 of savings were achieved, 97.6% of our target, and **up** from 93.5% in the previous year.

For the first time, a combined Finance and Change Plan was reported to committee as part of the budget setting process in February 2020. The later part of the plan gives details of all current projects, any targeted savings, level of investments and a description of the project.

The profile of the savings that are currently in the programme are –

2020/21	8,933,214
2021/22	7,795,500
2022/23	8,618,500
Total	£25,347,214

Case Study – Risk Management – Risk, Resilience & Safety Service

Risk is everyone’s business.....Isn’t it?

That was the fundamental question we asked when we started to review our approach to risk management within the Council. We wanted to engage and hear views from services and importantly how could we make risk more understood and easier to use, reduce jargon and provide an approach that was participative and useful. A cross service working group acted as a sounding board.

We outlined what “good risk management” is all about; identifying what might go wrong, what the likelihood, impact and consequences might be, and, deciding what can be done to reduce the possibility of something going wrong. Furthermore, it is also about opportunities; understanding our business and what can we do differently.

The feedback we received was informative and changed our focus on what was needed. We really did have conversations to act and make a difference. We started to work on a simplified strategy, one that would be inclusive, engaging, understood and would provide an opportunity for us to consider how we use risk to support the development and changes within our business. We also need to ensure that we were integrating with other corporate functions such as governance and change, performance management and audit. All of this vital to ensure that we have due diligence in all that we do.



Good risk management is about identifying what might go wrong and what the likelihood, impact and consequences might be. It is also about deciding what can be done to reduce the possibility of something going wrong and that the impact is kept to a minimum. Furthermore, it is also about opportunities; understanding our business and what can we do differently

With great feedback, we started to work on a simplified strategy, one that would be inclusive, engaging, understood and would provide an opportunity for us to consider how we use risk to support the development and changes within our business. We also need to ensure that we were integrating with other services such as governance and change, performance management and audit. All vital to ensure that we have due diligence in all that we do.

Where are we now?

We have an updated risk management strategy, with new “plan on a page” aid memoire’ guide, risk dashboard and new risk management templates.

We have introduced a new monitoring group to support our ongoing review of risk, including emerging trends and issues that require to be addressed. This group also aligns with other specific areas of risk within the Council and wider partnerships. Collectively the overview of risk is more robust and will provide an overarching view of risk profiles across a range of sectors.

The next stage is to continue to do more at operational level and walk through sessions with staff who deliver services to ensure that risk, really is everyone’s business.

Our Council: Case Study - Organisational Design and Zero-Based Budgeting Review (OD/ZBB)

Planning work for this project took place in the later part of 2018 following two Rapid Improvement Events to scope out the extent of the challenge, both in monetary term of savings and changes required in the organisation.

Up to the summer of 2019 a series of 23 workshops were held covering all service teams of the council.

A key part of each OD/ZBB workshop was to support and challenge each service area to identify its Why, in terms of its existence as a service in the Council i.e. Why (do you do what you do); How (you do what you do); and What (you do). These fundamental questions were considered during the sessions and connections identified with the Council Plan priorities, brought together in a data pack containing performance, financial and HR information for each service. This resulted in identifying key actions and potential options to transform the particular service area in line with our mission to be an efficient and effective Council.

This was the starting block of the refresh and redesign of the Change Programme to identify new projects, but also to build on the links to the Council Plan.

The second strand of the work was to forensically examine all service budgets to make the most efficient use of operational resources and identify where savings could be met over the next 3 years.

A savings target of £1.650m for 2019-20 was set for the Zero-Based Budgeting review and £0.750m to be identified in savings from staff slippage. The full £2.4m saving was met.

As well as achieving the £2.4m saving in 2019/20, additional savings of £1.136m have been identified for later years by a combination of further budget efficiency savings, staffing reviews and fully determining staff slippage levels. Work on this second phase has commenced and remains on target.

Our Council: Case Study - Digital Week

The Scottish Government Digital Office, alongside Aberdeenshire Council, produced a pack for local authorities to use as a template to run their own Digital Skills Week. Through discussions at our Digital Skills Working Group, we decided to run our own Digital Week at the end of September 2019 as we felt this sat well with our position with certain projects, and not just focus on skills but on our digital transformation in general.

OD, Comms and IT developed a timetable with themes for each day (Digital Employees, Digital Tools, Digital Future, etc.), and many others agreed to do workshops, videos, drop-in sessions, etc. to fit with these themes. We ran these sessions mainly in Angus House (Bruce House was not available due to their renovations) and each workshop had the option for staff to join via Skype. We also ran a daily poll using Mentimeter with a question related to the theme of the day.

159 places were filled in the workshops during the week. A special mention had to go to the pupils and teachers of Southmuir Primary School, Whitehills Primary School and Brechin High School who came along and showcased the digital skills they use at school. This session was very well received, and it was inspiring to see what Angus young people are doing with technology within the classroom and for their studies.

Feedback, both informally and through our Survey Monkey evaluation, was very positive. Staff were glad of the opportunity to see where the council was heading in relation to digital tools, collaborative working, and how it fit into the Agile agenda. There was an appetite to have more of the same, as well as regular sessions in the future to keep highlighting the digital changes happening within the council.

To build on the success of the Digital Week held in September a second Digital Week was held in February 2020 to tie in with Internet Safety Week. We re-ran some of the previous workshops, as well as delivering some current information. Supporting the development of skills in digital has definitely supported the work needed throughout Covid-19 and will help with recovery.

2020 – 2022: Working Towards Recovery

Due to the current global COVID-19 pandemic the Angus Council plan was updated in September 2020 to ensure our service planning was adaptable and based on the new environment. Our priorities have been updated: -

Economy - We will:

- spend council money locally where we can to help to grow our local economy
- support the creation of local, paid, and lasting job opportunities for our citizens
- make Angus a low-carbon, sustainable area
- support business and economic growth by improving the physical and digital infrastructure

People - We will:

- work in partnership to develop trauma informed approaches, creating environments which support compassionate provision of services and encourages people to be kind
- work collaboratively for and with our citizens to keep them safe in resilient communities
- reduce social isolation and loneliness
- offer our citizens a range of opportunities to help them achieve their potential and to reduce poverty
- enhance our senior phase offering leading to varied pathways which support and challenge all our young people
- increase the attainment and achievement of our young people, including looked after children

Place - We will:

- engage with citizens and communities to deliver the right services in the right place at the right time
- increase the supply of affordable housing and improve the council's current housing stock so it is fit for the future
- continue to reduce the council's carbon footprint with the aim of reducing our net carbon emissions to zero by 2045
- coordinate our place-based activity and investment through the development of the Angus Local Development Plan (known as the Angus Plan)

Our Council - We will:

- listen to the needs of our customers and by working for and with them deliver better public value
- support and challenge our workforce for the future based on our values to help us to achieve our vision and deliver our priorities
- develop a commercial approach where appropriate, to make the most of our limited resources
- identify any further opportunities for efficiencies in revenue budget
- identify efficiencies in capital spend through end to end review of programme and projects.
- continue the rationalisation of our property