

# Annual Performance Report | 2020-21



# Contents

|                                       |    |
|---------------------------------------|----|
| <b>Foreword</b>                       | 3  |
| <hr/>                                 |    |
| <b>Performance Reports</b>            |    |
| Economy                               | 7  |
| People                                | 19 |
| Place                                 | 35 |
| Our Council                           | 45 |
| <hr/>                                 |    |
| <b>2022-23 - Moving into Recovery</b> | 56 |

## Foreword

**Our Vision:** Angus is a great place to live, work and visit



We are pleased to present Angus Council's 2020/2021 Annual Performance Report which outlines how well we delivered against our Council Plan last year. Clearly our work was, and continues to be, hugely impacted by ongoing financial challenges and the COVID-19 global pandemic. However, we are extremely proud of the council's ability to adapt quickly to new working practices, our commitment to the continued delivery of services and in identifying and responding to new challenges faced by our citizens.

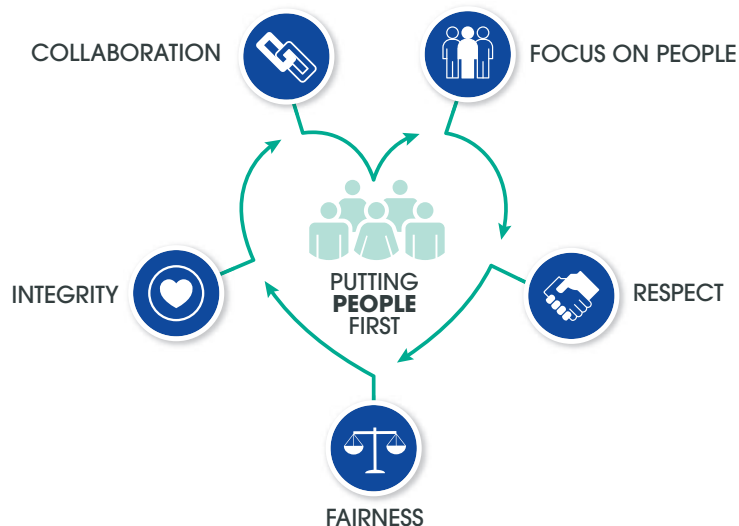
Obviously, we did not do this on our own. This year more than ever, we have seen the value of the work done in and by our communities, and the benefit of close collaboration with partners. Collectively, we have built on partnership approaches which were already well established, to overcome challenges and remain focused on meeting the needs of the people of Angus.

This year's report is different because it focuses not only on 2020/2021 performance against our ambitions set out in our original Council Plan, agreed in February 2020, but also against the Council Plan which was updated in September 2020, in order to re-determine priorities and activities to address the effects of the COVID-19 pandemic and support recovery. This report captures all activity delivered in the period 1 April 2020 to 31 March 2021.

In the 2020/21 Council Plan, we included our values which were sourced from themes surfaced by our staff group. As part of the initial COVID-19 recovery process, work was undertaken across all services to learn from our experiences and what had worked well. In particular, we looked at the behaviours and values which contributed to those successes. This allowed us to consolidate our collective values in how we work with each other and with the citizens we serve: fair; respectful; collaborative; people focused; integrity.

## Our Values

- **Focus on People** – we will put people at the heart of designing and delivering our services.
- **Respect** – we will handle all interactions with the Council openly and respectfully.
- **Fairness** – we will create an environment that is equitable for all.
- **Integrity** – we will do what is right, working openly and honestly to build confidence and trust.
- **Collaboration** – we will work jointly with others, sharing knowledge and expertise for a common purpose.



We are engaging with people, partners and colleagues to measure our performance against our values, to challenge our behaviours, attitudes and aspirations so we can ensure that they are firmly embedded within our organisational culture.

## Our Purpose

Angus Council's purpose is improving the outcomes and opportunities for the people of Angus.

While data is vital, in our view the richest parts of this report are the case studies, as they illustrate the impact we have had on people's lives across Angus. They tell the stories behind the data which bring what we do to life, and remind us why we do what we do. One consistent theme is the opportunities that arise when people share a common goal and come

together to make that happen, whether they be from across the council, partners such as VAA or community groups.

Please take the time to read these stories and reflect on the good work that was achieved, despite all the difficulties caused by COVID-19 and share our optimism for a strong recovery based on our enhanced understanding and experience of partnership and collaboration.

### **Our Response**

Much of the council's work was focused on providing support to the people of Angus throughout the pandemic. This necessitated a radical refocusing of priorities and performance against plans was impacted.

Instead, we concentrated our activities towards keeping the people of Angus safe and well, while continuing to deliver our priority services. This was often achieved by using innovative approaches, tools and techniques to meet the existing and emerging new needs arising from the pandemic.

None of the data in this report can truly capture the energy, passion or purpose with which the council tackled the challenges of the pandemic. Our staff have shown immense creativity, diligence and resilience, and we highly commend them all.



**Cllr David Fairweather**  
Leader of Angus Council

A handwritten signature in black ink, appearing to read 'D Fairweather'.



**Margo Williamson**  
Chief Executive of Angus Council

A handwritten signature in black ink, appearing to read 'Margo Williamson'.

## **Our Performance Reporting**

This performance report covers the period from 1 April 2020 to 31 March 2021 and reports on activities and targets from the Angus Council Plan, from February 2020, updated in September 2020.

Where possible, we have included data for 20/21 and where this is not possible (some national statistics are issued later in the calendar year), we have included the latest data available with narrative to support.

# Economy



## Our Priorities

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

To do this 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

## Indicators

| Measure  | 16/17           | 17/18        | 18/19        | 19/20        | 20/21   | Target (21/22)   |                |
|--|-----------------|--------------|--------------|--------------|---------|--|----------------|
| The percentage of people employed in Angus [Employment rate as a percentage of people in employment in Angus]* | 76.9%           | 75.7%        | 76.28%       | 77.1%        | 72.3%   | <b>78%</b>   |                |
| Wage levels of those people living in Angus and those commuting into the area [Median gross weekly earnings]*  | Workplace based | £475.10      | £460.10      | £499.20      | £489.60 | 544.5  | <b>£518.30</b> |
|  | Residence based | £527.80      | £542.50      | £544.00      | £549.90 | 575.3  | <b>£550</b>    |
| The productivity of the workforce [Gross Value Added] (Angus and Dundee City)                                  | £19,362         | £19,786      | £20,514      | £21,338      | NA      | <b>£27,391</b>   |                |
| The percentage of new businesses that survive beyond three years   | 70.60%          | 63%          | 66%          | 58%          | NA      | <b>66%</b>   |                |
| The economic impact of tourism in Angus  | £226,710,000    | £230,860,000 | £240,060,000 | £240,500,000 | NA      | <b>No target in 2021/22 due to impact of COVID-19 on sector*</b> |                |
| New businesses coming into the area [Employment land take-up during the reporting year in hectares]            | 37.85           | 11           | 10.73        | 1.80         | NA      | <b>10%</b>   |                |
| Number of premises able to access broadband speeds of at least 24 megabits per second                          | 81.2%           | 86%          | 88.1%        | 89%          | 92%     | <b>100%</b>  |                |
| The percentage of Angus Council's procurement spend with local small and medium-sized companies (SMEs)         | 34.47%          | 38.05%       | 36.56%       | 19.95%**     | NA      | <b>44.36%</b>  |                |

NA – data for this measure is not yet available. Once published it will be updated and trend information reviewed

\* Tourism has been severely impacted by the COVID-19 pandemic. The economic impact of tourism was estimated to be £240.5 million in 2019/20 up from £240.06 million in 2018/19. Our 2021/22 target had originally been set at £250.668 million in March 2020.

\*\* The figure is unreliable for year 19/20 due to a systems error within Scottish Government data analysis.



## Performance Updates

Clearly our economy has been significantly impacted by the COVID-19 pandemic and will form a significant part of our recovery programme. However, there has been much activity and plans in place to support recovery and growth, focused on low carbon, innovation and permanence. Many of the programmes below are funded by the Angus Fund which demonstrates the impact and significance of the Tay Cities Deal.

### Tay Cities Deal

In October 2020, the UK Government agreed to the Angus Fund, a £26.5m UK Government capital investment fund for projects in Angus, as part of the Tay Cities Deal.

This funding is also the stimulus for Angus Council's Mercury Programme (see below) driving the projects that are being developed collaboratively with Angus Council and other local partners as part of the Tay Cities Deal, subject to UK Government approval.

The Angus Fund has been allocated for projects supporting clean growth, up to the value of £5.6 million, projects supporting Low Carbon, up to the value of £5.9 million, and projects supporting Agri Tech, up to the value of £15 million.

Following proposals from Angus Council, the UK Government has agreed to:

- invest up to £5.6 million to promote North Angus and Montrose as a clean growth zone where new technologies can be used to improve energy efficiency.
- a further £5.9 million, which will be invested into low carbon projects across the region, such as utilising electric and hydrogen vehicles as low emission transport methods and reducing the carbon impact of housing.
- an additional £15 million of UK Government funding, which will support the development of the Centre for Agricultural Sustainable Innovation (CASI) which will support the region's vital agricultural sector as part of The Mercury Programme. This will develop technologies that can increase sustainable crop production, improve food security and nutrition, and reduce agriculture's carbon footprint with the aim of achieving net zero, or carbon-negative, production systems. See the case history.

### The Mercury Programme

The Mercury Programme is a £1bn partnership between government, public, private and community sectors. The purpose of the Mercury Programme is to

“increase productivity through clean growth, protecting places for future generations to live, work and visit.”

The programme seeks to secure sustainable, low carbon development and implementation of innovative clean technologies, in line with Angus’ Climate Change responsibilities and aspirations.

Prior to the pandemic several engagement sessions were held with potential partners, interested in The Mercury Project. During the period of this report, contact has been maintained with these companies to ensure quick recovery times.

Work has continued on preparing business cases for the Agritech and Drone Port initiatives which will be submitted by the end of 2021. Further it was agreed to recruit a Marketing Communications Officer to assist in the engagement with private sector businesses and investors in order to fast track this programme.

### **Montrose - Infrastructure for the Future**

Angus Council is working in partnership with The Crown Estates which owns the Zero Four land, 123 acres (a former airfield) adjacent to Montrose Port. Outline planning consent for mixed commercial and industrial use has been granted by Angus Council with the aim of creating a business park with infrastructure and digital enablement as well as incubator units to meet the needs of innovative new businesses, with particular interest in those supporting the Blue Economy (offshore businesses).

One of the projects identified within the Angus Fund Outline Business Case (OBC), was the creation of a Drone Port located in Montrose. £3.4m of the £5.9 for North Angus and Montrose will be invested in the creation of the Drone Port, as Montrose provides the ideal location for testing and developing new drone flight operations due to the relatively underused air space and control systems, the closest of which are located in Dundee and Aberdeen.

The emerging offshore wind developments are one of the catalysts for this technology, both in terms of transport costs for equipment and visual testing systems. However, as the technology has advanced, companies across the UK also have a need for a regulated testing area which can be developed on Zero Four (see below). For an insight into Drone technology visit You Tube for this video Link: Drone Technology.

### **Land and Property Estate**

In March 2020, a Land and Property Strategy 2021- 2030 was approved by Angus Council. This was based on a report commissioned in 2020 to review

and analyse the council's land and property portfolio together with private sector activity, identifying strengths and opportunities and look at comparison across other local authorities. The recommendations outline an ambitious strategy to maximise the opportunities provided by the Tay Cities Deal. The key priorities identified are:

- Angus Council needs to expand its commercial land & property market.
- It must dispose of non-performing property assets in order to improve the efficiency of the portfolio.

This is due in part to successful land sales in 2019, including the site adjacent to Angus House at Orchardbank, Forfar to Eurogarages, resulting in a significant reduction in immediately available 'employment land', (land that can be sold as sites for new and expanding businesses, thereby creating jobs). This low supply does not include partnership land at Zero Four in Montrose.

Buildings for local businesses and industries which can provide jobs require planning consent. To support these, we reduced our average timescale for decisions on planning applications from 7.4 weeks to 6.8 weeks. That compares with a Scottish average of 10.6 weeks and represents the fourth best performance across the 34 planning authorities.

Residents also benefitted from a smooth planning process as over the course of 2020/21 it has taken an average time of 6.4 weeks to determine local planning applications that are not otherwise subject of a processing agreement. That compares with a Scottish average of 10 weeks and represents the second-best performance across the country and is an improvement on our performance in 2019/20 where we determined local applications in an average period of 6.7 weeks.

### **Low Carbon Network**

In response to the evolving climate emergency, Angus Council refined its Sustainable Energy and Climate Action Plan (SECAP). The purpose of the SECAP is to deliver on the council's commitment to sustainable development, environmental management and the transition to a low carbon economy. The SECAP provides a roadmap demonstrating how Angus can reduce its carbon emissions and increase the resilience of the region, whilst at the same time positioning Angus to capitalise on the significant economic opportunities offered by a low carbon economy.

The "Angus on the Go" Project developed a new electric vehicle charging hub for residents and visitors at Orchardbank in Forfar. Comprising of a mix of charging types including four rapid chargers which allow 80% charging within

30 minutes, it is less than two minutes from the Forfar/Glamis junction of the A90 dual carriageway, between Dundee and Aberdeen. This project was awarded funding as part of the Low Carbon Travel and Transport Challenge Fund established by Transport Scotland from funds awarded under European Regional Development Fund 2014- 2020 programme.

The £12m Energy Efficiency Standard for Social Housing programme delivered the installation of energy efficiency measures into the council's housing stock. During this reporting period 907 homes were upgraded, including measures such as internal and external wall insulation, cavity wall insulation, loft insulation and floor insulation. Angus Council's new build housing also exceeded current energy efficiency standards, which not only helps the environment, but also helping to reduce fuel poverty amongst tenants.

### **Supporting Business and Encouraging Inward Investment**

Much of this work is related to the Tay Cities and Mercury programme initiatives. However, there are some specific programmes to highlight:

- £35,024,402m was distributed in grants to businesses throughout Angus to combat the effects of the COVID 19 pandemic. This included hardship grants, newly self-employed grants, Strategic Framework Business Fund and the Local Authority Discretionary Fund.
- A Golf Member/Officer Group was established to review the current governance and management models of the Angus courses and determine any proposals for change that could strengthen the sustainability of these assets and enhance the cultural, social and economic value that they provide to Angus and its communities. This work is being done in consultation with the Boards of Arbroath Golf Links, Monifieth Golf Links, Montrose Golf Links Ltd, Brechin Golf Club and Carnoustie Golf Links Management Committee.

### **Employability and Skills**

Angus council continues to closely monitor business start-up rates as part of the contract for Business Gateway and adjust contract delivery where needed. Trends show increasing numbers of start-ups as many people made redundant through COVID-19 turn to starting a business instead.

Angus Employer Recruitment Incentive (AERI) funded through No One Left Behind from Scottish Government offers financing for employers taking on Angus citizens who meet the eligibility criteria. This helped stimulate demand in the labour market while also protecting, supporting, and creating good quality jobs that support a greener, fairer, and stronger labour market.

The AERI helps employers build their businesses while supporting people who may have struggled to find employment previously, particularly those with identified barriers to employment. Last year 11 clients and 10 employers were supported by an AERI. Angus Council provided both client and employer with employability guidance and advice, with action plans and quarterly reviews.

As employers, Angus Council successfully recruited and developed the Early Years practitioners, effectively doubling the existing workforce. This enabled Angus Council to deliver 1140 hours of funded early learning and childcare (ELC) to parents and carers across Angus from August 2020, despite Scottish Government lifting that obligation due to COVID-19. This in turn supported parents and carers in their own employment opportunities.

### Digital Infrastructure

As part of the Tay Cities Deal, Angus Council invested £0.5m to receive additional grant match funding of £0.875m from the UK Government's Department of Culture, Media & Sport (DCMS) in order to develop a Local Full Fibre Network (LFFN) Programme. Fibre offers faster internet connectivity with speeds up to 1Gb per second which enhances learning, with particular application during periods of learning at home, e-commerce, home working, remote socialising and entertainment.

This investment expands fibre connectivity across Angus, bringing fibre connection closer to residents and business, allowing more of them to access fibre connectivity more easily. Acting as the anchor tenant in the area, Angus Council has facilitated the fibre investment, with 52 Angus Council buildings including schools, libraries and council offices identified to make this network possible.

Progress has been made towards the development of an Internet of Things (IoT). An IoT involves connecting physical devices such as wireless sensors, software, actuators (which turns electrical signals into physical action), and other computer devices together via the internet without human intervention. This collective data can then be used to monitor and target timely and appropriate actions. Examples of practical applications might include monitoring of air and/or noise pollution, road temperatures in the winter, allowing for more targeted and efficient gritting, and early flood warnings.

Angus Council has collaborated with IoT Scotland (North), to install a network of 17 IoT base stations on council buildings, these base stations can be used by Angus Council and local businesses to install IoT devices.

The council is also working with SmartRural to install up to 20 Internet of Things base stations on farm buildings in the Arbroath / Brechin / Montrose area as part of the Tay City Deal Rural Broadband project. This open access core

wireless infrastructure can be used by any Wireless Internet Service Provider (WISP) to provide connectivity back to the own network to provide Internet connectivity and will facilitate rural broadband for the farming community and other local businesses in this area.

### **Offshore Wind Sector**

The Forth and Tay Offshore Cluster is a partnership between East Coast of Scotland's local authorities (Angus Council, Dundee City Council, Fife Council, East Lothian Council, Scottish Borders Council, Perth and Kinross Council), three energy developers (SSE, EDF and Red Rock Power), and Scottish Enterprise. The cluster seeks to maximise opportunities for local businesses and communities offered by the offshore wind industry. Angus Council has led on supply chain development on behalf of the Cluster. A capability survey was developed to identify established and potential offshore wind supply chain businesses, note capacity and capabilities and recruit interested parties which currently stands at more than 250 members, including 39 from Angus.

In May 2020, Angus Council agreed a voluntary agreement with Seagreen Alpha Wind Energy Limited and Carnoustie Golf Links Management Company Limited that allowed Seagreen to bring ashore the underground cables via the links in order to connect its offshore wind farm with the sub-station at Tealing, Angus, bringing both construction and ongoing operations jobs to the area.

Following constructive discussions between the three parties, a revised plan was devised to minimise the impact, both during the construction phase and operationally going forward, on major golf tournaments such as The Open which in 2018 delivered over £21.67m local economic benefit attracting 172,000 visitors from all over the world to the course. The success of this agreement is evidenced by the AIG Women's Open Golf Championship held in Carnoustie in August 2021, estimated to bring £6m of economic benefits to the area.

### **Procurement and Local Spend**

As reported in the indicator above, Council Procurement spend with small and medium local companies reduced 19.95% in 2019/20. However, this measure has been consistently higher with 38% in 2017/18 and 37% in 2018/19. It is believed that this figure is unreliable as result of an inaccurate procurement spend data report produced by the Scottish Government's retained data analysts. Work to rectify the reporting errors was impacted by Covid-19 response prioritisation.

Operationally, significant work has been undertaken with suppliers throughout the pandemic to ensure consistency of supply for council services and the

maintenance of key council contracts with local suppliers, such as school transport. This reflects the council's aim to initiate Community Wealth building principles, one of which is 'progressive procurement of goods and services'

Of the £51.6m of construction related spend by Angus Council during this reporting period. 26% was spent with Angus-based companies, with a total of 60% spent with suppliers headquartered in Tayside.

---

## CASE STUDY

### Angus Job Search during the Pandemic

Angus Job Search was launched on Friday 18 July 2020 as a response to COVID-19. The initial impact of the virus meant that many Angus companies had to close completely or operate at less than 25% of normal capacity. According to surveys 1 in 8 businesses were not confident that they would survive the crisis even with the Government's furlough scheme paying 80% of staff wages and, in the first instance, also covering National Insurance and Tax contributions. The impact of the pandemic on the economy was greater than the financial crash of 2009.

Many people were suddenly uncertain about their employment future with redundancies happening daily

Angus Council recognised that by using an online portal, it could provide a viable COVID-19 secure digital solution where Angus residents and employers would have one place to go to for information on:

- redundancy support
- localised vacancies
- information on business grants
- personal money worries
- mental health support
- foodbanks and Department of Work and Pensions support
- recruitment and job advertising needs

A key feature of the Angus Job Search is that it is free to use for everyone, and allows both users and employers to directly access the council's Skills Team who offer recruitment support to employers and full employability support to users

Outcomes Since launch:

- 189 candidates register a profile on the site
- 68 have asked for additional assistance including Employability support or information on other partners
- 75 Employers have registered accounts and are regularly using the site to advertise
- 459 jobs have been advertised

Given the success of the portal during the pandemic, it has been decided to continue this portal to support our businesses and residents throughout the pandemic and beyond into recovery.

---

## CASE STUDY

### Agrico UK Ltd, Tay Cities Partnership Working

Agrico UK Ltd, one of the partner organisations, spoke at the Tay Cities Joint Committee in support of the Angus Fund Outline Business Case (OBC). He outlined further details of the agritech concept - the Centre for Agricultural Sustainable Innovation (CASI).

The committee was told that the aim of the CASI is to facilitate collaboration between agri businesses and promote farm based innovations with a central hub coordinating activities across a network of participating sites. This will establish Angus as an area of agricultural research excellence, attracting further jobs and investment. In addition, the work will help feed the country while reducing the environmental impact of established farming methods and addressing the new challenges presented by climate change such as altered risks from pests and diseases.

The Angus Fund Outline Business Case highlighted the four main areas of the CASI, while stressing that data sharing, clean growth and low carbon would also feature across all centres.

- **Neutral Spirit Plant** – transforming ‘co’ or ‘by’ products -essentially second grade or excess agricultural crops that are typically destined for lower value animal feed and/or dumping - into produce premium neutral spirit to supply the artisan gin and vodka market, also a growth industry across Angus and Scotland.



- **Innovation Farm** - a specialist Agritech facility which is focused on tech validation, development and demonstration in a real life environment. This would provide support to entrepreneurs with
  - Office/workshop space
  - Collaboration opportunities
  - Business development advice
- **Precision Farming Facilities** – looking at enhancing machinery/robotics for maximum efficiencies, researching new power sourcing, enhanced data usage and sharing and training of the next generation of tech savvy and computer literate farmers.
- **Technical Quality Centre** – using data collection and analysis move products such as seed potatoes – an industry in which Scotland produces over 75 per cent of the total UK production and currently worth over £112m to the Scottish economy. By centralising testing facilities and growth trials, the centre will provide a valuable service to farmers looking to move their products and farming methods from good to great, thereby improving productivity and margins.

More information on the how the Angus Fund will support the Mercury Programme can be found on this link: [The Angus Fund](#).

Angus Council and partners will develop the OBC and Full Business Cases (FBCs) for the Agritech CASI and the Mercury Drone Projects early in 2021/22. Subsequent OBC/FBC's for the remaining projects will be submitted in due course for the remaining projects identified above over the ten year period of the financial profile of the Tay Cities Deal.



# People



## Our Priorities

### We want to maximise inclusion and reduce inequalities

To do this we will:

- work in partnership to develop trauma informed approaches, creating environments which support compassionate provision of services and encourage 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
- continue to respond to Scottish Government and public health guidance to ensure that our early learning and school environments are safe and conducive to high quality learning and teaching
- enhance our senior phase (S4-6) offer leading to varied pathways which support and challenge all of our young people
- increase the achievement and attainment of our children and young people, including looked after children

## Indicators

| Measure   | 16/17 | 17/18 | 18/19 | 19/20 | 20/21 | Target (21/22)    |
|---|-------|-------|-------|-------|-------|-------------------|
| Percentage of looked after children cared for in Angus                              | 82%   | 78%   | 81%   | 82%   | 79%   | <b>85%</b>        |
| Number of children on the child protection register                                 | 96    | 51    | 64    | 45    | 36    | <b>40 or less</b> |
| Number of children living in poverty  | 23.6% | 24.1% | 23.3% | 24%   | NA    | <b>20%</b>        |
| Percentage of children accessing funded entitlement to early learning and childcare | NA    | NA    | NA    | 92%   | 94%   | <b>95%</b>        |
| Rates of reconviction*  | 23.8% | 24%   | NA    | NA    | NA    | <b>20%</b>        |
| Percentage of anti-social behaviour complaints resolved                             | NA    | NA    | 98%   | 98%   | 90%   | <b>100%</b>       |

NA – data for this measure is not yet available. Once published it will be updated and trend information reviewed.

\* Note this is the most recent data available published.

## Performance Updates

### COVID Response

The work focused on People has been hugely impacted by COVID-19 and led to the refocusing of much of the council and its partner's efforts. In order to facilitate a timely response, a Special Arrangements Committee was established with delegated powers to decide any matter which would normally be decided by the Council, Communities and the Policy and Resources Committees to ensure essential work was delivered to support local people and keep them safe. These meetings took place remotely and were live streamed to ensure Angus citizens were aware of political decision making, even during lockdown.

### EU Exit

Throughout the year work was done in collaboration with partners for the delivery of EU Exit on 31 December 2020. This included work internally and externally to raise awareness of the right to stay in the UK as well as support to business to prepare for changing market conditions through our Environmental and Consumer Protection service. The development of a concurrent risks approach with Brexit and the pandemic was instituted.

### Early Learning and Childcare (ELC)

As stated above, Angus Council was able to provide the 1140 hours of funded childcare in August 2020, despite Scottish Government releasing local authorities from this obligation in March 2020, recognising the severe impact on construction and resources.

In Angus, this was achieved by redesigning the service, maximising partnerships with private nurseries and existing council properties, as one of the key effects of the pandemic was that construction with the new build ELC centres, school extensions and refurbishments stopped.

Nurture Principles training was delivered to the majority of ELC settings and is core training for all ELC staff. These Nurture Principles are included in Early Years COVID-19 guidance, supporting staff to evaluate their practice in line with the 'Early Years Way' where each child is viewed as unique, valued, active and resourceful.

The Family Nurture Support Team has continued to support early intervention for all parents in Angus through the delivery of an online 5 to Thrive, Incredible Years, Triple P Parenting Programme (PPP) and one to one support via referrals.

## Primary and Secondary Education

The period of this report covers one of the most challenging times for schools in recent history. The Recovery and Resilience – Education Current and Indicative Costs report, along with further update reports, fully reflect the wide-ranging ongoing impacts of the COVID-19 pandemic. However, indicative highlights are included here for performance reporting information.

### School Closure and Reopening

- All schools across Angus closed on 24 March 2020 following a statement from Scottish Government. From that date until the end of term, children and young people were supported to learn at home.
- From Thursday 26 March until Friday 26 June Angus Council offered critical childcare, Monday to Friday, in eleven school-based hubs, six private provider hubs, and with 27 childminders. Saturday and Sunday critical childcare provision was offered by 10 childminders. Throughout the summer holiday period critical childcare was provided in eight school-based hubs, 7 private provider hubs and with 27 childminders. This ended on Wednesday 5 August in school-based hubs and Friday 31 July with all other providers.
- Following the Deputy First Minister's announcement on 23 June, all Angus schools reopened to staff on 11th August 2020 and children and young people resumed full time attendance on Monday 17th August 2020.
- Schools remained fully open for the duration of the Autumn and Winter Terms. However, with increased concern regarding virus transmission levels, on Saturday 19 December 2020 the First Minister announced a second national lockdown to begin on Boxing Day.
- Schools reopened immediately after the Christmas holidays only for the children of key workers and other children as identified by Head Teachers. The school holiday period for all other children was extended to Monday 11 January 2021, when children and young people not attending school engaged in remote learning.
- On 22 February 2021 school resumed on a full-time basis for all children attending ELC and in P1-3 and secondary schools invited limited numbers of Senior Phase young people to complete practical work essential for National Qualifications.
- On 15 March 2021 all remaining P4-7 children returned to school on a full-time basis. From the same date, secondary schools also began to welcome all young people back for limited 'in-school' learning and teaching. All young people received some time in school each week up to the Spring Holidays. The senior phase remained a priority for attendance.

- On 19 April 2021 all schools resumed on a full-time basis. Employees, children and young people who were shielding were advised they could return to school from 26 April 2021. A range of alternative safety mitigations such as enhanced cleaning, a focus on hygiene and adherence to protocols around self-isolation and testing were in place.

### **Keeping Safe**

The priority for all our schools and ELCs has been to be safe places to work and learn. Local Authority COVID guidance was frequently amended with each new publication of Scottish Government guidance. New regulations were shared internally and externally in a timely manner. Weekly meetings with primary and secondary Head Teachers supported the implementation of Scottish Government Covid-19 guidance for schools. In addition, the council has worked closely with trades union representatives, NHS Tayside Public Health and other partners to develop documentation and new processes in response to the evolving guidance.

### **Digital Inclusion**

The council has accepted grant of up to £517,523 to buy digital equipment. In total 2,500 iPad and chrome books and 400 internet connections were distributed to ensure that no pupils were digitally excluded and could continue to connect with, teachers, friends and online learning.

### **Free School Meals Provision**

A Scottish Government grant of £1.224 million ensured that free school meals were provided to eligible families, including throughout all school holidays.

### **Additional Staffing**

Additional funding of £926,000 from the Council's contingency fund was used to recruit 30.4 full time equivalent (FTE) temporary teachers and 20.5 FTE school support staff (full-time equivalent) from August to December. Thirty-two newly qualified teachers accepted temporary contracts for the entire school year at a cost of £2.3 million.

### **Additional Support for Children and Young People**

In anticipation of an increase in referrals to children's social work services as a result of their experiences during the COVID-19 pandemic, Angus Council invested in four new social worker posts providing dedicated resource within schools.

Angus Educational Psychology Service provided support to parents and carers through a dedicated phonenumber starting early February 2021 and

continued until the 30 June 2021. During this time the service received 22 calls from 21 parents, with some recurring issues such as anxiety (including the return to school following lockdown), social interaction, progress with learning, home learning (including online learning) and sleep. Parents/carers who received follow-up information by e-mail reported that they found the service helpful and would use it again.

A leading digital mental health service 'Togetherall' was commissioned to support 16-24yr olds in Angus in December 2020. There have been 30 registrations from an Angus postcode. Each registrant has, on average, logged on 3 times and spent 48 minutes using the service. 43% of usage has been in the evenings and at weekends. Courses accessed included improving sleep, managing stress and worry, and managing anger.

For the very small number of children and young people who were shielding throughout the last academic year, regular communication between school and home and additional learning resources as well as virtual meetings with key staff including Pupil Care and Support teachers, ASN teachers and specialist ASN staff, were provided as appropriate to individual needs.

Schools continued to focus on raising attainment for all and delivering meaningful interventions to address the (poverty) related attainment gap. Interventions include approaches such as precision teaching and maths recovery.

### **School Transport**

Transport to and from school was another challenging area as this is a significant requirement in Angus as a rural authority. Ensuring physical distancing and the wearing of face-coverings was problematic. Work was done with local contract suppliers to ensure the compliance to safety guidance and also to support the sustainability of transport contracts during periods of lockdown.

Where transport was not available, families usually in receipt of free school transport, were offered a mileage allowance to recompense parents and carers who transported their children to school.

### **Additional Cleaning and PPE**

All schools and ELC centres introduced enhanced cleaning services in line with Health Protection Scotland guidance including hand sanitisers, signage and personal protective equipment to enable a safe return to school.

### **Angus Schools for the Future**

In December 2020 a bid for funding to replace Monifieth High School was approved by Scottish Government's Learning Estate Investment Programme.



An initial consultation investigating the opportunities for the new Monifieth Learning Campus ran from 23 March 2021 until 21 April 2021.

The first phase of the Angus Schools for the Future Programme concluded in 2020/21 with the completion of a £1.5m extension at Edzell Primary School. Construction was delayed due to the pandemic and children were welcomed back to the newly extended school in January 2021. The capacity of the school has been increased by 60, with extensive refurbishment of internal areas. The completion of works at Edzell formally concluded the Brechin Rural Schools project.

Two new Early Learning and Childcare Centres were completed in Forfar and Carnoustie along with an extensive programme of school extensions and alterations. This completed delivery of a £14,512,6m programme enabling Angus Council to deliver the expanded offer of 1140 hours of early learning and childcare to all eligible children.

### **Education and Lifelong Learning - Development of the curriculum over the next 10 years**

Following announcements from the Deputy First Minister in October 2020 and 8 December 2020, the entire 2021 National Qualifications examination diet was cancelled and replaced by an Alternative Certification Model (ACM). The ACM was based on teacher and lecturer judgements supported by assessment resources and a programme of quality assurance. Following SQA guidance, staff were tasked with awarding provisional grades for each learner for each course at National 5, Higher and Advanced Higher for 2021 based on 'a holistic review of a candidate's performance as indicated by assessment evidence'.

All Angus teachers delivering national qualifications completed the relevant SQA subject-specific courses on assessment and moderation. Curriculum Advisory Groups (CAGs) consisting of Principal Teachers (for each curriculum area) moderated the assessments being used to ensure they met the national standard. CAGs coordinated groups of staff to moderate the sampling of assessment evidence from each school following internal verification. Principal Teachers analysed provisional results for their subject compared to their performance data for the three years prior to 2020 to quality assure the provisional results for each subject and review the assessment evidence of learners.

Angus Council continues to work in close partnership with Dundee and Angus College to develop a range of learning pathways in the senior phase and beyond. In this reporting period over 550 pupils from across Angus chose a senior phase option with Dundee & Angus College. Learning at college was also severely restricted due to Scottish Government guidance which meant

that although our young people were permitted to attend school, they were not able to attend college for their learning.

### **Annual Education Plan**

The Annual Education Plan focused improvement around three themes- Angus Learns, Angus Cares and Angus Improves. This has supported improvement in relation to reading and literacy; health and wellbeing and approaches to improvement including a review of our improvement service. The full report can be read via this link: [Annual Education Report 2019 - 2020](#). Highlights include:

#### **Angus Learns**

Solihull Approach Foundation training developed practitioners' understanding of children's holistic development and the impact that the environment and relationships can have on children's cognitive development. Between December 2020 and March 2021, 95 practitioners across Angus engaged in Foundation Training. In January 2021, two Solihull in Practice sessions were delivered, designed to provide newly-trained practitioners the opportunity to reflect upon their use of the Solihull Approach and to share with colleagues the impact the training has had on them and the children and families with whom they work. Trained staff began offering the Solihull Parenting Course with parents.

The continued delivery of Continuing Professional Development (CPD) for staff focused on Early Reading development. Staff were helped to better understand and develop their career pathway through bespoke CPD training for all roles and support to engage with relevant qualifications.

#### **Angus Cares**

Each school in Angus has a named member of the School Leadership Team who is the Designated Manager for looked after children, with responsibility for maintaining an overview of looked after children's progress and ensuring that appropriate support is in place to meet learning needs. 36 Designated Managers (DM) participated in consultative virtual workshops on the development and production of a DM guidance handbook. Most reported increased clarity around the legislative and procedural elements of the Designated Manager role; increased awareness and understanding of their core tasks in relation to looked after children and the self-evaluation tool within the new Designated Manager guidance handbook.

#### **Angus Improves**

There has been a review of self-evaluation processes and use of performance data. This review has taken account of Performance Led Council (PLED)

processes and the forthcoming Best Value Audit. Systematic and rigorous plans have now been developed across the Directorate to promote a 2-18 approach to improvement. This has included the introduction of Data Driven Dialogue.

Work was undertaken with school leaders, through the use of data driven dialogue, to develop high quality evaluative Standards and Quality reports. This in turn has informed improvement plans for next session. All schools are working towards a common stretch aim 'By June 2022, 100% of learners will have recovered from any learning deficit because of the impact of Covid-19 i.e., all learners will have achieved or exceeded predicted attainment'.

Nine school leaders and senior leaders completed Head Teacher Impact coaching professional learning to support a systems leadership approach to school improvement. A programme and resources are now developed, and work will start with 9 school leadership teams in the new session

Head Teacher Development Days have continued to run and have been hosted virtually this session. These professional learning opportunities have been supported by a 'flipped learning' approach with the expectation that delegates engage in professional reading and research prior to the meeting.

A Networking and Leadership Guidance document has been developed. This guidance outlines expectations, roles and responsibilities of the Network/Leadership opportunities which exist across Angus. This is aligned to the refreshed GTCS Standards and supports the ongoing drive to promote system leadership. On-going engagement in national leadership opportunities including Education Scotland Professional learning and leadership programmes e.g., Into Headship, Excellence in Headship and Evolving Systems Thinking training programmes will continue to be promoted.

### **Partnership with Dundee & Angus College**

Dundee and Angus College has provided a blend of in-person and online learning for senior phase pupils in line with Scottish Government guidance. Virtual work placements and engagement with employers replaced in-person experiences to support pupils in exploring different career options and pathways with incredibly supportive employers and in line with appropriate safety mitigations. These offers were mostly created and offered by the larger organisations e.g. Robertson Construction, Balfour Beattie, KMPG, HSBC etc. Angus Council also created two virtual work-based learning opportunities.

A limited number of physical work placements were able to take place over the academic year through working in collaboration. These meaningful work placements were for targeted young people offering them the opportunity to gain experience of the world of work and to develop their skills in a working environment aligned with their career aspirations and goals.

A cohort of 12 young people from two Angus High schools took part in a very targeted work-based learning project. Transition to Trades is a positive pathway into construction and is offered by Alexanders Community Trust for those in S3/S5. The 6-week course allowed those attending to develop their skills and qualities and gain industry recognised qualifications including COSHH and First Aid.

Tackling Child Poverty government funding allowed Dundee & Angus College to offer various approaches to re-engagement. The Find Your Futures (FYF) project supported young people by offering flexible packages designed to build confidence and skills as they seek to move on to their next destination.

### **Angus Health & Social Care Partnership**

The work of the Angus Health and Social Care Partnership (AHSCP) has been hugely impacted by the pandemic. For full information regarding the work of the partnership to support the people of Angus in the community, see the AHSCP Annual Performance Report on this link: [Angus Health and Social Care Partnership Annual Performance Report](#). However, some highlights include:

- The Arbroath Healthy Living Project was originally launched as a test of change, in recognition of the need to do more to support health and wellbeing and build capacity in the Arbroath community which includes some of the 20% most deprived areas in Scotland.
- Hillcrest Futures was commissioned by Angus Health & Social Care Partnership (AHSCP) to provide a mental health and wellbeing peer support service in GP surgeries across North Angus offering one-to-one confidential support and advice as well as group support.
- The proportion of personal care delivered to people aged over 65 has grown from 69% to 74% of all personal care hours, with an increase of 4% in personal care hours for people under 65. This was anticipated following the extension of free personal care to people under 65 in April 2019. During the same period however, there has been an increase of 18% in personal care hours for people over 65 which cannot be fully explained by demographic growth alone. 11% of the personal care use is by people with learning disabilities with 7% used by people under 65 with physical disabilities
- The Angus Palliative and End of Life Care (PEOLC) Plan was finalised and published in June 2019. In August 2019 a group was set up to guide, steer and support the implementation of identified actions and improvements.
- Angus HSCP developed a new mental health and wellbeing peer worker service based in every GP Practice in Angus. A peer worker is a trained worker with lived experience of mental health and wellbeing. This service provides adults with quick, easy access to mental health and wellbeing

support in their local area. 90% of those surveyed found the pilot of this service completely accessible, helpful, they felt understood, found it beneficial to speak to someone with their own lived experience of mental health and wellbeing, and feel equipped to use the information and tools provided.

- Performance against the measures of number of people prescribed medication for hypertension, diabetes and anxiety & depression, have been maintained or reduced in line with target performance set out in the Strategic Commissioning Plan 2019-22.

### **Holiday Food & Fun**

The £175k Holiday Food and Fun programme was unable to be delivered due to the pandemic. Instead, direct cash payments were made to families eligible for Free School Meals and School Clothing grants to help alleviate financial pressure on families. Scottish Government free school meals funding for holiday periods then meant that the holiday food and fun budget could be carried forward for 2021-2022.

### **Supporting People and Families**

The work around supporting people and families can be seen in the Chief Social Work Officers' Report on this link: [Angus Chief Social Work Officer Annual Report 2020-2021](#). However, highlights include:

#### **Partnership Working**

A new third sector initiative, Angus Connect, was created between Voluntary Action Angus (VAA), Angus Health and Social Care Partnership (AHSCP), Angus Council and other partner agencies. Angus Connect brings organisations together to help build capacity within the third sector as well as actively promote the sector and its support to communities. This initiative helped to successfully reach people most in need.

Building on this work, a collaborative partnership: Humanitarian Aid Angus Response Team (HAART) was launched in April 2020 as an early response to the pandemic. Colleagues from welfare rights, communities teams and social work staff across Children, Families and Justice (CFJ) and AHSCP were deployed to support the running of HAART, delivering a trauma informed response and proactive outreach to people shielding and in need.

A telephone Contact Centre was launched prior to the national helpline. This was then linked to the HAART service, to provide support to the most vulnerable citizens with no other way of seeking local assistance. At the height of the response, there were over 1,000 active volunteers working locally to support their communities who were responding to up to 140 requests for

assistance per day. As the country moved through the Protection Levels HAART was superseded by the Angus Response to Covid Group (ARC).

All support was highlighted across the Tay region via new website which was created: Tayside Cares website [www.taysidecares.co.uk](http://www.taysidecares.co.uk) which is a multiagency website providing advice and support on all COVID-19 matters including vaccination and testing information as well as welfare support and mental health service provision across the region.

In Angus, having accessible and well signposted centre providing support helped facilitate Winter and Spring Hardship Payments of £545,600, funded by the Scottish Government COVID-19 grant.

The Family Nurture Support Team (FNST) delivered a number of free programmes online for parents and carers to get practical tips and ideas to help raise happy, confident children.

### **Mental Health & Wellbeing**

Scottish Government grants available to support children, young people and families with the impact of Covid-19 were allocated to plan and deliver a mental health and wellbeing programme for children and young people over the next 3 years (2021-2024). Work was started to engage with local people and partners to plan support for those in need of essential services. These short-term monies have been allocated across the council, so to ensure integrated planning and best use of the available resources, the Chief Social Work Officer and Director of Education and Lifelong Learning have collaborated to deliver spending plans that meet a range of needs including providing access to additional funding for families in need, working in partnership with Angus Alive, Angus Third Sector Interface, Aberlour and Woman's Aid.

Social work staff have undertaken a range of training and developments to further embed trauma informed practice. This has supported more creative and empathetic approaches to supporting woman and children affected by domestic abuse (safe and together), keeping contact between separated families and children in care and working with isolated and vulnerable young people. Services are now focusing on return home assessments (in partnership with the National Society for the Prevention of Cruelty to Children (NSPCC)) and keeping brothers and sisters together.

The success of and learning from trauma Informed approaches has been shared via the council's system of Leadership Forums across the organisation. One example of this new awareness is the incorporation of trauma informed environments into the council's Agile programme, as buildings are redesigned to better meet the new ways of working.

Communities teams developed a number of networks across the main burghs to support citizens and provide a friendly ear to listen. This has included guided walks, online learn, laugh and play activities and wellbeing cafés.

The Council created a health and wellbeing microsite for staff which contains a number of articles and signposting to resources. The site is structured into sections including physical health, mental health, working safely, talking to someone, leading remotely, supporting colleagues, working well from home, sleeping well, supporting family and looking after finances. On the site we promote our employee assistance programme and the national wellbeing hub.

Angus Alive supported communities throughout the pandemic with access to the country parks and the introduction of a digital leisure app. A click and collect library service was also put in place to keep services available to those in need. In addition, enhanced online and digital content was offered.

The Angus Event Organisers' Network continued to meet virtually to share information and guidance on events and timescales.

### **Corporate Parenting**

The work to support corporate parenting can be read in the Angus Integrated Children's Services Corporate Parenting Progress Report, available on this link: [Angus Integrated Children's Services Corporate Parenting Progress Report](#). However, some highlights include:

#### **Multi-agency Consultations**

Angus Integrated Children's Services Group held a multi-agency consultation event in January 2021 where priorities and issues for children and young people were explored as part of the Tayside Collaborative work. This work brought together agencies across Angus with care experienced young people to inform the next Tayside Plan 2021-23 and Corporate Parenting Plan 2021-24.

#### **Independent Advocacy Services**

Children and families independent advocacy services were extended during 2020/21 to provide relationship-based advocacy support across both Children's Hearings and child's planning meetings. Who Cares? Scotland and Angus Independent Advocacy continue to support Angus young people to have a clear voice in decisions affecting them.

#### **Independent Care Review**

The Independent Care Review for Scotland aims to identify and deliver lasting change in the care system in Scotland and transform the wellbeing of

children and young people. The outputs from the Review were published on 5 February 2020 and followed almost two years of work and engagement. Over 5,500 care experienced children, young people and adults, and people working and caring within the system were directly involved. These voices have been central to the work of the Review. In Angus the Corporate Parenting Board engaged with the 'Stop-Go' work. This aims to make day-to-day improvements in local provision based on what the Review heard about what works, what needs to stop happening, and what needs to be considered further for improvement.

### **Supporting Community Learning and Development**

An essential piece of work was co-ordinating the Council's activity around the Scottish Government's 'Connecting Scotland' programme. This initiative was to provide digital devices and support to develop digital skills for people who were digitally excluded, and/or on low incomes and at risk of isolation due to coronavirus because they are in the extremely high vulnerability group or the higher risk of severe illness group. Angus was allocated 155 devices - 90 iPads and 65 Chrome books. A separate stream of the programme also provided in the region of 2,900 iPads, Chromebooks and Mifi internet connections to children and young people attending Angus schools.

---

## **CASE STUDY:**

### **Supporting the Workforce**

Angus Council currently employs over 4,000 people in a variety of roles including front line provision. Throughout the pandemic Angus Council have wherever possible kept services running throughout the area. In order to support staff who, form a big part of the local community a number of activities have been established to build resilience.

Initially the Council created a health and wellbeing microsite which contains a number of articles and signposting to resources. The site has been structured into sections including physical health, mental health, working safely, talking to someone, leading remotely, supporting colleagues, working well from home, sleeping well, supporting family and looking after finances. On the site we promote our employee assistance programme and the national wellbeing hub. We have also created a resilience yammer group for more informal discussions. Our weekly staff newsletter includes signposting to these resources.



Below is an example of information promoted to staff.



It's [World WellBeing Week](#) - a time to promote awareness of all aspects of our wellbeing including physical, spiritual, emotional, financial and work wellbeing, especially during these challenging times.

Lots of organisations are [supporting the week](#) including [Age UK](#), [Mental Health Foundation](#) and Macmillan Cancer Support. Check out [these tips](#) for improving [your wellbeing](#) and quality of life including getting more exercise and sunlight! And the NHS has resources to support [your mental wellbeing](#) too. And if [you're](#) working from home, [these tips](#) might help [you](#) adjust to the new way of working.

Finally, remember that support and advice is always available on the [Employee Matters section](#) of the intranet.

**#AllsWell #WellWellWell**

Weekly virtual meditation sessions were held alongside Wellbeing Wednesday sessions which included a different topic each week ranging from seated exercises to supporting our children's mental health. The latter was delivered by our educational psychologists. A health and wellbeing day was held in November where employees could sign up to attend as many sessions as they wished throughout the day ranging from nutrition to happiness.

Resilience and Leading Remotely training is available and coaching can be provided on a one-to-one basis.

Angus Health and Social Care partnership highlight specific resources available to this employee group including the national wellbeing hub. A three-step framework is being explored for staff with NHS partners.

Our health and wellbeing strategy was developed shortly before the pandemic and work on the implementation of the strategy has now been resumed with an initial focus on stress management.

## **CASE STUDY:**

### **Learning to Connect**

Learner A was very isolated and cut off from the world throughout the first lockdown. They had been made redundant the year before and since they had no internet access or device, could not even look for employment. We maintained regular telephone contact with this learner and the relationship developed to a more trusting and open one as they had very little contact with anyone else. At one point it was clear that their mental health had dipped to a worrying level but fortunately they were able to confide in us and we managed to find out that they were having suicidal thoughts. Help and advice was sought from partner agencies and although it proved difficult to get the support this learner needed, we eventually managed to get them some help.

This learner received a device and MiFi through the Connecting Scotland Programme and, with digital support from us, they now manage to participate in our online learning sessions. They are a registered volunteer with us and, when restrictions were relaxed, they were involved in the Cricket Café which meant they could engage with others face to face whilst adhering to risk assessed regulations. This boosted their confidence, lifted their spirits and improved their mental health significantly. This was evident in their general demeanour and they were happy to tell us that this was the case.

The pandemic has meant that people have needed digital skills and connections to survive, to reduce isolation, find information and carry out everyday activities. The ICT learning that has been available has helped learners to do this.

“This has made such a difference to me. I don’t feel quite so alone. It’s actually been a god send and I can’t thank you enough.”

# Place



## Our Priorities

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

To do this we will:

- continue to reduce the council's carbon footprint with the aim of reducing our net carbon emissions to zero by 2045
- 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
- coordinate our place-based activity and investment through the development of the Angus Local Development

## Indicators

| Measure  | 16/17              | 17/18  | 18/19  | 19/20  | 20/21  | Target (21/22) |            |
|--|--------------------|--------|--------|--------|--------|----------------|------------|
| Percentage of household waste that goes to recycling   | 56.71%             | 55.21% | 54.7%  | 59.1%  | NA     | <b>68%</b>     |            |
| Percentage of adults stating their neighbourhood is a good place to live                         | 96%                | 94%    | 96%    | 94%    | NA     | <b>95%</b>     |            |
| Percentage of households experiencing fuel poverty   | NA                 | 33%    | 20%    | 20%    | 22%    | <b>15%</b>     |            |
| How clean are our streets [LEAMS Street cleanliness score]                                       | 94.38              | 91.11  | 92.9   | 92.05  | 95.2   | <b>95</b>      |            |
| Number of homeless applications  | 745                | 747    | 707    | 661    | 484    | <b>565</b>     |            |
| Percentage of council tenancies sustained for 12 months  | 87.1%              | 91.63% | 84.84% | 87.1%  | 88.49% | <b>91.5%</b>   |            |
| Maintenance of our roads [Percentage of A, B, C class roads that are considered for maintenance] | % of A class roads | 21.61% | 23.99% | 26.53% | 28.64% | 26.3%          | <b>33%</b> |
|  | % of B class roads | 33.31% | 35.87% | 37.43% | 37.91% | 37.3%          | <b>40%</b> |
|  | % of C class roads | 27.7%  | 30.19% | 31.52% | 30.1%  | 27.9%          | <b>32%</b> |
| Number of affordable homes delivered   | NA                 | 88     | 128    | 92     | 141    | <b>120</b>     |            |
| Percentage of adults satisfied with parks and open spaces  | 89.67%             | 87.67% | 86.20% | 87.20% | NA     | <b>85%</b>     |            |

NA – data for this measure is not yet available. Once published it will be updated and trend information reviewed

## Performance Updates

### Recycling

The reconfiguration of recycling centres during 2019/20 saw the tonnage of recycling collected increase by 9.41% and general waste reduced by 34.12% over this period. The recycling rate achieved increased from 52.79% for the year March '18 February '19 to 65.12% for the year March '19 to February '20. This work led to Angus winning the "local authority success" award for the redesign of recycling centres at the National Recycling Awards 2020.

### Carbon Reduction and Climate Change

As stated above, Angus Council refined its Sustainable Energy and Climate Action Plan (SECAP). The purpose of the SECAP is to deliver on the council's commitment to sustainable development, environmental management and the transition to a low carbon economy. We met our 2015-2020 Carbon Dioxide, Energy and Water Consumption Reduction targets from our buildings in 2020 and will set new interim targets leading up to the 2045 'net zero' CO<sub>2</sub> emissions target.

Angus Council has duties under Section 44 of the Climate Change (Scotland) Act 2009 to contribute to reducing Scotland's greenhouse gas emissions; to contribute to helping Scotland adapt to a changing climate; and to act in the way that it considers most sustainable. Annually, Angus Council submits a statutory report to the Scottish Government on the authority's progress in contributing to Scotland's ambitious climate change targets. The report gives information on targets set, actions taken, and outcomes achieved, and further actions required.

Since the baseline year of 2010/11, Angus Council's carbon emissions from electricity, gas, oil, LPG and biomass use in buildings has decreased by 44%. Since the previous report on period 2018/19, there was a further 5% reduction in carbon emissions from buildings. Street lighting continues to make significant strides with carbon emissions now down by 78% since 2010/11.

### Active Travel, Roads and Transportation

Active travel came to the fore during the pandemic, and the programme of Cycling Walking Safer Routes was completed along with introducing speed limits to make social distancing and active travel safer in our urban areas. Work continued on the active travel proposal for Arbroath along with developing an Active Travel Strategy and associated Active Travel Programme of pipeline projects for future years.

Due to Covid-19 restrictions energy projects were put on hold until 2021/22. With contractors now able to carry out works and a full complement of staff, key projects are underway.

After rising from 2015/16 to 2019/20 the percentage of A roads considered for maintenance fell to 26.30% in 2020/21 from 28.64% in 2019/20. After rising from 2015/16 to 2019/20 the percentage of B roads considered for maintenance fell to 37.30% in 2020/21 from 37.91% in 2019/20. C roads considered for maintenance fell to 27.9% in 2020/21 from 30.10% in 2019/20.

### **Flood Risk Management**

After an initial delay due to Covid19 work on the £14m Arbroath Flood Prevention Scheme, due to completion in 2022, was started. The flood scheme will hold water upstream of the town for safe release after flood events. The scheme will remove 530 people and their homes and businesses from their current level of flood risk, preventing flood damage that averages at £840,000 each year.

Homelessness applications have continued to decrease - 484 in 2020/21 from 661 in 2019/20. This links to the increase in affordable homes delivered as in 2019/20 we hit our 120 affordable homes target.

### **Angus Plan**

In March 2020 Scottish Government advised planning authorities that Ministers recognised competing pressures on individuals and organisations and the impact of the pandemic on the collaborative approaches in preparing the draft National Planning Framework 4 (NPF4) and extended the expected timeline for the draft to September 2021. The preparation of necessary development planning regulations and guidance will also work to this timeline.

The Planning service produced the Development Plan Scheme and Participation Statement, published September 2020 available on this link: [Development Plan Scheme](#). The key aim of development planning is to provide a vision for the future of the area and a land use framework within which investment and development can take place with confidence. It supports the preparation of the NPF4 through submission of an indicative Regional Spatial Strategy and in responding to the Government's request for input on the minimum housing land requirement to be included in the draft National Planning Framework.

During the year, senior leaders agreed the principles for a 'place co-ordination' approach, which is an initiative promoted by the Scottish Government that asks those responsible for providing services and looking after assets in a place, to work and plan together, with local communities, to improve the lives of people, support inclusive growth and create more successful places and will inform the preparation of the Angus Plan. Ongoing monitoring activity and evaluation of the current local development plan which will underpin the new Plan.

### **Delivery of High-Quality Housing**

The redevelopment of Invertay house for social housing was approved within this reporting period. The development is included in the Angus Strategic Housing Investment Plan, which is a 5-year plan setting out the investment plan for affordable housing in Angus.

64 new social houses were completed, including the Abbey quarter in Arbroath; Old School Court in Newtyle; and Damacre Road in Brechin. In addition, 8 new build properties at Little Cairnie in Arbroath were directly purchased.

The Angus Homefinder was launched in November 2020 offering choice-based lettings for properties from Angus Council and a number of social landlords including Hillcrest Homes, Caledonia Housing Association Ltd and Blackwood Homes. Applications are shared through the Angus Common Housing Register and allocations policy shared across all social landlords.

To further improve the housing stock, a programme of housing upgrades although internal works were continued but were restricted due to Covid-19 guidance. This work included external insulation to homes to help tackle fuel poverty and climate change, as outlined above.

### **Community Empowerment & Participatory Budgeting**

Angus Council introduced Gov Delivery to improve digital communications with citizens. This provides an e-Bulletin service which citizens can sign up for information relevant to them, such as schools' news, via the Angus Council website and for other local authority websites and other government websites such as HMRC, Met Office etc. This was introduced in order to empower citizens and improve the council's reach to an older demographic who use email but not social media. The first bulletin issued was a COVID-19 information leaflet which outlined the most recent restrictions, how to seek help for mental health issues, welfare support, testing and ultimately vaccinations. Subscriptions grew from a base of 0 to 2,800 with an open rate of 51%. Over this reporting period, other e-Bulletins including Schools, Business, Five to Thrive (an early year's advice and guidance bulletin), You Matter for staff and Get into Summer have been added.

The Health & Social Care Partnership (HSCP) has developed a COVID-19 Re-mobilisation Plan: Next Phase of Health and Social Care Response Recovery and Renewal. The partnership has adopted a clinical and social care focus to the plan with involvement of services from across the adult health & social care (H&SC (health & social care)) and voluntary sectors. It was developed in partnership with Health & Social Care professionals, staff side representatives and GP Sub-Committee. Where whole system principles have been identified/agreed, they have been/will be developed to ensure a coherent,

prioritised recovery programme which recognises the needs of COVID-19 and non-COVID-19 patients/service users alongside retaining flexible capacity to address potential future surges.

The £200,000 invested in Participatory Budgeting in 2019/20 has been increased to £260,000 for 2020/21 with the method and timing of delivery currently being reviewed in partnership with local communities. This increased engagement with communities will involve more people and help them to understand how public money can be used to shape services and activities in their area.

### **The Anti-Social Behavior (Scotland) Act 2004**

The statutory requirement to prepare a strategy to reduce anti-social behavior in the Local authority's area is now underway after being delayed by COVID-19. Work was done during this reporting period to engage with partners, services and communities to identify areas of development and collaboration. To ensure effective monitoring, it will be included in Community Planning Partnership reporting.

---

## **CASE STUDY PLACE:**

### **Food Growing Strategy**

The Angus Food Growing Strategy is five-year plan designed to encourage and deliver local community food growing. The Food Growing Strategy and action plan have their roots firmly embedded in the Angus Community Planning Partnership. The community has been crucial to its development over the past year, with local growers and residents to the fore when it came to developing the Strategy. Due to Covid restrictions public meetings couldn't take place therefore the Social Pinpoint community engagement platform was used to reach the community and find out about the variety of projects and activities underway. This approach was captured perfectly by a member of the public who commented "I love the ideas of community growing and local produce, people need to feel connected to their food supply. I think if people become involved with growing their own, they will recognise the true worth of good food. We can reduce our carbon footprints, reduce the environmental impact by having local supplies and reducing waste and enhance community."

Angus food and drink has a global reputation that is rightly celebrated and promoted worldwide. Delivering on the Community Empowerment (Scotland)



Act 2015, the Strategy has a purpose to increase local food growing, tackle food poverty in Angus and to support local growers, across its three main themes of Food Poverty, Food Growing and Food Insecurity.

Working together in accordance with the Angus Food Growing Strategy, the Council and its community partners will:

- Identify land locally that can be used as allotment sites.
- Identify other land that can be used for the community to cultivate vegetables, herbs, fruit and flowers.
- Describe how we plan to increase allotment provision.
- Explore how we intend to make more land available in areas of socio-economic disadvantage.

The Strategy reflects local conditions and priorities. Improving health and wellbeing and addressing food poverty are established council priorities and this strategy provides fertile ground to work across the council and with communities to support community growing.

We are committed to support our citizens to develop projects that will bring wider health and wellbeing benefits to them, such as opportunities for outdoor learning. Producing more food locally will play an important role in supporting our effort to reduce our carbon footprint of our food system, while providing fresh and nutritious produce for the citizens of Angus.

The Food Growing Strategy, as part of our wider Community Planning Partnership work will establish a way to encourage and deliver local community food growing. It will provide the support needed to encourage people to increase or start their own projects, creating more locally grown, fresh produce, encouraging social interaction and support networks leading to a healthier population.

The data on page 43 is taken from the Food Growing Strategy and shows some of the key indicators considered when the Strategy was developed.

**65%**



**of frontline organisations** report demand for emergency food has risen, with **73%** of organisations anticipating a further rise in demand

**33%**



**of organisations** expect the amount of emergency food aid funding to reduce

**80%**



are concerned they are **not reaching** everyone in need of emergency food support

**18%**

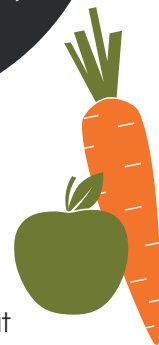
which is nearly **1-in-5** organisations reported that staff wellbeing is worsening



The majority of organisations are providing **3 or more** forms of non-food-based support, including financial support (**77%**) and befriending and/or check-up calls (**70%**)

**22%**

of people in Tayside eat the current recommendation of at least 5 portions of fruit and vegetables per day (2016-19, Scottish Health Survey)



**67%**

**of people** living in Tayside are **overweight or obese** (2016-19, Scottish Health Survey)

**23.8%**

of Primary 1 children at risk of **overweight and obesity**

**0.4%**

of Primary 1 children at risk of **underweight** (2018/19)

## **CASE STUDY:**

### **Services Built Around People and Communities**

#### **Angus Listening Events**

Angus Council seeks to hear and learn from as many individuals, community groups and organisations as possible. The pandemic and the associated lockdowns have been challenging times for many, and it is known that the impact has not been felt equally. However, during this time, inspiring efforts within communities have also been seen - neighbours reconnecting with one another, volunteers coming forward and people wanting to support their local community.

To capture and learn from people's experiences during the pandemic, the council set up the Listening Events. The aim was to explore and learn from people's experiences - what did and did not work for them, and what should be taken forward together for the future, to help drive progress towards reducing poverty and advancing equality.

The events included people who could speak about lived experience of poverty and/or inequality. Where possible, the views of those who may not historically engage with the council were actively sought, with those with protected characteristics being specifically invited to be represented (protected characteristics are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation). The following groups send representatives to provide a detailed picture of support across the area:

- Breast Buddies
- Syrian Refugee families
- Woman's Aid & YEG
- Care experienced groups
- LGBTQ groups
- Disability Awareness Forum

The events were delivered online and face to face. This presented challenges given the COVID-9 restrictions. However, as groups started to meet socially distanced outdoors the aim was to allow everyone to participate and ensure good discussion, each event involved no more than 12 people, plus the facilitator and scribe. The questions were shared with participants prior to the event and included:

1. What changed for you and your community during lockdown?
2. What worked and what did not?
3. What does a good life look like to you?

In total 5 events were held with a total of 60 participants from across Angus with a variety of challenges/views. An hour-long session was held on 3 September 2020 with those support groups who had representatives from the protected characteristic groups and who have been engaging online throughout the pandemic. From these sessions there was enough data and feedback to shape the activity for the coming year alongside the Service Design sessions. Pilot projects are now underway to support Women's Services and Improve connectivity across the area through a Transport Network.

# Our Council



## Our Priorities

### We want Angus Council to be efficient and effective

To do this 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

## Indicators

| Measure   | 16/17                                   | 17/18 | 18/19  | 19/20     | 20/21     | Target (21/22)   |                 |
|---|---|-------|--------|-----------|-----------|------------------|-----------------|
| Equalities and diversity – our gender pay gap as a percentage of the workforce  | -0.4%                                   | 0.7%  | -1.56% | -0.78%    | -2.08%    | <b>0%</b>        |                 |
| Reducing the number of council buildings (Percentage reduction in the number of council buildings)  | 83.59                                   | 80    | 75.9   | 73.85     | 74.36     | <b>65</b>        |                 |
| Access to our website [Readability figures for website]   | NA                                      | NA    | 62.3%  | NA        | 96.7%     | <b>100%</b>      |                 |
| Percentage of potential ACCESSLine calls reduced and/or diverted to alternative channels – social media etc. [No. of ACCESS Line enquiries] | 1,125                                   | 1,710 | 3,798  | 4,879     | 2,407     | <b>900</b>       |                 |
| Number of social media followers/engagement rates with Angus Council  | NA                                      | NA    | NA     | 4,209,721 | 5,169,852 | <b>5,000,000</b> |                 |
| Health and safety – a reduction in the number of reported accidents/incidents   | NA                                      | NA    | 3      | 2         | 3         | <b>0</b>         |                 |
| Access to digital services via Digital Certainty Index  | NA                                      | NA    | 81.2%  | 93.5%     | 85.6%     | <b>100%</b>      |                 |
| Number of fraud investigations and levels recovered in £'s  | No. of fraud Investigations             | NA    | NA     | 147       | 357       | 325              | <b>420</b>      |
|   | £ recovered due to fraud investigations | NA    | NA     | £108,428  | £151,587  | £66,357          | <b>£225,000</b> |
| Percentage of our Change Programme savings targets we have achieved   | NA                                      | NA    | 93.54% | 97.6%     | 94.95%    | <b>100%</b>      |                 |

NA – data for this measure is not yet available. Once published it will be updated and trend information reviewed.

## Performance Updates

### Community Engagement/Digital Service/Customer Service Satisfaction

An Angus Transport Network has been developed which provides a forum for local people, communities and organisations to highlight opportunities, challenges and innovation around transport and accessibility. This is crucial in helping to develop new accessible services and to provide input to large scale development proposals. Now more than ever it is essential for us to put people at the centre of services that are being developed.

During this reporting period the organisation and planning for the May 2021 election was delivered in an effective and efficient manner to allow all local people to have the opportunity to vote safely either by post or in person across the 141 polling stations which were open on polling day. Whilst 27% of the overall electorate chose to vote by post this year, many voters still chose to visit polling stations and the Returning Officer employed over 500 temporary staff who not only issued ballot papers to electors but also helped to ensure that COVID-9 regulations were adhered to.

Two Firmstep modules (now Granicus) have been purchased to manage the increasing number of Freedom of Information (FOI) requests and to update the complaints process. These are statutory obligations set out by the Scottish Public Services Ombudsman (SPSO). It was anticipated that the investment would allow for more automated processes whilst, most importantly, allowing our customers to submit complaints and FOIs using a digitised platform, at a time that is convenient for them.

On-going engagement with customer groups has been continued to ensure digital services are accessible and 'so good that customers prefer to use them', thereby freeing up resource in other channels for those that need additional support. New services were introduced e.g., automated telephony payments system. This allows customers who cannot transact online but can use the telephone, to make a payment 24/7 without operator input. Since November 2019 to December 2020, 18,648 transactions have been made via this channel totalling £3.5m of payments. This system has achieved 77% channel shift from the contact centre.

In 2020 there were 2.3 million visitors to the council website [www.angus.gov.uk](http://www.angus.gov.uk), an increase of 30% from 2019. There were 6.8 million-page views, up 640,000 on the 2019 total. Peak visits were in March 2020 when new COVID-19 restrictions were coming into place and many of our services were being restricted or changed. This is evidenced with "COVID-19 service information, updates and news", featuring in our top 5 most visited pages in 2020 alongside the expected high traffic pages: home page, search results, My

Angus, and Bin collection days. This demonstrates that customers follow Angus Council social media and see the Angus Council website as a trusted source of information.

### **Collaboration & Partnerships**

Two Good Practice Forums took place, the first based on the value of Collaboration and the most recent on Focus on People. Participants were a variety of colleagues who were nominated for one of our Living the Values event earlier this year, which was also a values-based event. The Forum consisted of 8 –10 people, including either the Chief Executive or Depute Chief Executive. Two speakers were invited to present their project/task/journey, and this is followed by a wider discussion within the full group, with people sharing experiences of good practice and positive challenges they have encountered.

The upgrade of our CCTV system, working across Tayside was completed with associated procurement efficiencies, in partnership with the other Tayside councils and Police Scotland to maximising the capital budget with a fit for purpose public sector system

The Transforming Services Partnership was a new way of working, contracting and collaboration in Angus established in 2020/21. This included the Third Sector, Community Planning Partners and stakeholders co-producing a charter and agreeing to work in a way that would improve efficiency, reduce bureaucracy, and make access to services more streamlined for local people. To achieve these four events were held to have creative conversations, challenge each other and collaborate on an action plan to make the required changes needed to grants and contracts. From the events a steering group was created made up of service users, local organisations, and contractors. The first action was to create the charter which set the philosophy of how the partners would work together. The charter can be viewed on this You Tube link: Collaborate Commissioning Charter.

The website Tayside Cares was set up to support residents of Angus, Dundee City Council and Perth & Kinross with the latest COVID-19 updates, sources of support, information on testing sites, up to date restriction information and latterly the vaccination programme. This was started in partnership between the members of the Public Sector Communications Group, a subgroup of the Local Resilience Partnership.

### **More timely and targeted support**

Decarbonising our Environment (LED Lighting) has delivered lighting with a longer life span and greater energy efficiency than traditional lighting. It also provides additional features such as adaptive/smart street lighting which



reduces electricity costs of street lighting. This project also supports exercising during the darker months as well as reducing the impact of climate change. It has been a 3-year programme which, including the projected savings for 2021/22, will generate total savings of £205k for a limited investment of £45k.

Reduced staff travel costs and greater use of electric vehicles has not only provided savings for the Council but has supported climate change by ensuring that staff adopt new ways of working and maximize the council's ambition in progressing 'greener' travel arrangements. Work has been completed on a review of staff travel policies and alignment to the other electric vehicle projects currently being undertaken by the Council. The Council pool vehicles for use by staff are now all electric. To date, £50k savings have been achieved by this work with a further £25k anticipated in 2022/23.

### **Strategic Commissioning**

ANGUSalve was severely impacted by the pandemic and has worked hard to re-opened services in accordance with the Scottish Government's 'route map through and out of the crises. ANGUSalve secured furlough for a significant portion of their workforce through the pandemic and carefully managed staff vacancies to align with the new demands for the services. Successful applications for external grant funding to contribute to the charity's recovery and renewal planning, amounted to £344,752 and £2,953,218 (including furlough grants).

The council and ANGUSalve officers have been working in partnership through a Transformation Project to assess customer needs in recovering from the pandemic. This project developed the future service delivery offerings of ANGUSalve to ensure the best use of resources as restrictions eased and the new needs of communities continue to be identified. Specific workstreams of this project include review of customer services, health and wellbeing provision, schools and young people opportunities and better utilisation of the occupied estate.

### **Commercialisation**

the Tayside Meal Centre opened in January 2021 and is a collaborative partnership between Tayside contracts, Angus Council and Dundee City Council to provide school freshly frozen school meals. Working closely with pupils, parents and stakeholders, this partnership ensured that lunch menus deliver fresh, high quality nutritious meals, not only meet statutory nutrient standards, providing enhanced food safety and allergen control, but which are also appealing to pupils. Now complete, this project has also achieved savings of £107k.

On 10 March 2020 the 'Enterprising Angus' plan was approved as a key part of the council's Change Programme and the future development of that Programme. The introduction of a more commercial approach to delivering services aims to help the council safeguard essential public services. The commercial vision set out in the Enterprising Angus Plan will seek to build on, and complement, the work already being done by services to reduce costs and re-design services.

The Housing Repairs contract has been retendered - reducing the number of lots from 15 to 4. New processes have also seen the number of individual housing repair invoices processed reduced from approximately 25,000 to just 48. Local contractors have engaged in this work with the contract commencing on 1 April 2021.

The General Fund Urgent Repair and Jobbing contracts framework was retendered and the new contract commenced on 1 April 2021. The number of individual contracts has been reduced from 96 to 31 through combining small trade packages and amalgamating burghs into a reduced number of areas. It is anticipated that this will reduce the overall administrative requirements for the contracts whilst still retaining the flexibility to respond quickly to emergency situations. The contracting structure was reframed to allow local contractors to tender for the work with 54% coming from the Angus/Dundee area, further supporting increasing Angus Council's local spend.

## Property

An annual rental income has been achieved by leasing St Margaret's House, previously an Angus Council office, to a private business. This also delivers corresponding savings to the council in rates, utilities and other services on an annual basis.

The Agile/Estate Review programme commenced in 2015 and significant day-to-day benefits, most notably the ability for many staff to work productively from home immediately post lockdown in March 2020. The programme has also delivered £1.48m savings with a further £470k identified over the next two years.

The enforced period of working from home has allowed a review of the Agile Working and Estate Rationalisation Programme. The council has made significant savings in travel, water and some energy costs during the closure of offices during the pandemic. This is balanced against extra energy costs linked with increased ventilation of those properties that have been open, and the need for additional IT and equipment to assist with appropriate working from home for staff. Work has continued on the agile programme with construction works on Bruce House and County Buildings.

Other property rationalisation has continued with sales to third parties along with transfers/appropriations to the Housing Revenue Account allowing for expansion of social housing opportunities. Land negotiations relating to the Seagreen project have also been successful in generating capital receipts for the council.

### **Workforce Change and Service Reviews**

The Pentana Performance Development Review (PDR) system continues to be in use across the organisation with some changes introduced. These include the organisational values of collaboration/respect/focus on people/fairness and integrity which are the basis for self-reflection. Key actions will be incorporated into the PDR form for discussion and to raise awareness of council priorities. 360 PDRs are also available, giving multiparters the opportunity to feedback and allow individuals to reflect on their performance from a wider perspective.

Leadership has also been incorporated into the corporate planning process, providing an opportunity for leaders to share and input into developing organisational strategy. A virtual workspace was designed to enable leadership teams to join the discussion on a number of topics. Forums were initially set up for the leadership team and middle managers to attend from October 2020. The first level leaders' forum was then added allowing more staff to contribute, shape and lead on key initiatives and issues for the organisation. Feedback from first level leaders has been extremely positive, with building confidence to work collaboratively, increased awareness around previously unfamiliar topics and created opportunities to network and share experiences cited as positive outcomes.

A number of staffing reviews have been undertaken to deliver better services to Angus communities. Initial work has been completed and will continue into COVID-19 recovery. The Organisational Design/Zero Based Budgeting programme was established to consider the purpose of services against the council priorities. This enabled services to review their performance and to identify areas for improvement and redesign. Phase I ensured that the budgets and workforce were the best fit for the future. It identified £2.4m of budget savings by detailed analysis of all spends and these were removed from base budgets.

Phase II of the project required refinement and scoping work to focus on further service reviews and transformational ways of delivering services to citizens. These included individual service reviews as follows: Review of Professional Services in Roads with savings amounting to £80k; Review of Strategic Policy and Economy to explore potential for regional collaboration with other local authorities - savings of £74k were achieved; Governance

Review - the governance, risk and scrutiny role has been reviewed as part of workforce planning arrangements. The duties of the role are now being delivered by members of the Quality Improvement & Performance, Internal Audit and Risk, Resilience & Safety teams which achieved an overall efficiency saving of £41k in 2020/21.

During 2021 the new Supporting Attendance Policy and Procedure will be implemented and both this and the Health and Wellbeing Action Plan will continue to move managers to a proactive approach to managing and supporting health and wellbeing. Managers will access new learning and comprehensive guidance, tools and resources supplemented by new accessible learning options.

### **Performance Led Council**

Work to develop the performance monitoring tool 'How Good Is Our Council' across all services has continued to ensure a performance-led organisation. The further use of the performance management system, Pentana across the Council and within the Community Planning Partnerships will streamline reporting and the effectiveness of partnerships.

---

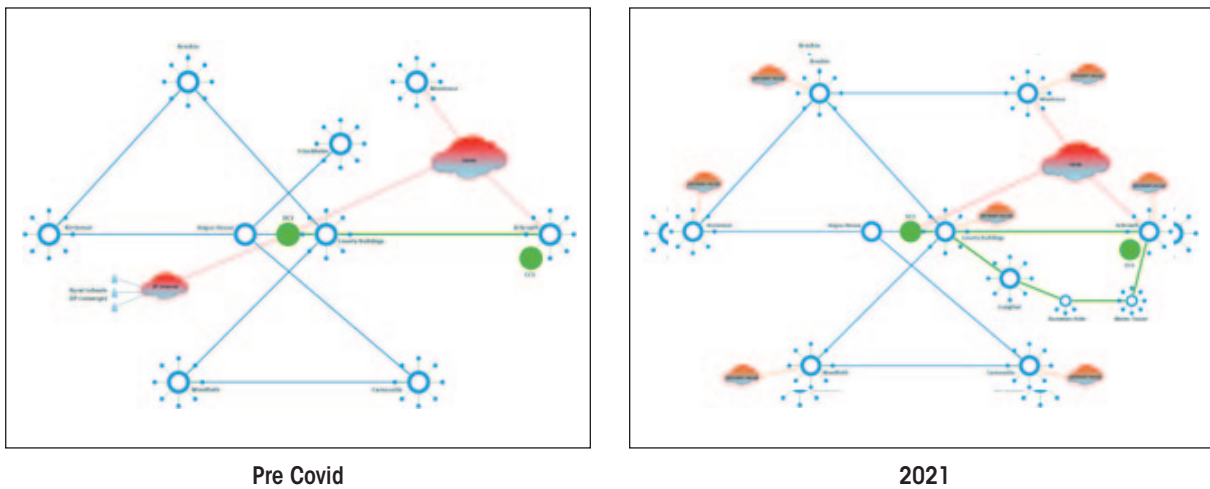
## **CASE STUDY**

### **Angus Council Network: IT/digital infrastructure**

Digital is a key component of the Change Programme. It supports the Digital by Design ambitions of 'Our Council' which is enabled through the requirement for robust and reliable Digital Infrastructure, which features as part of our programme of activity under 'Economy'.

The ongoing development of the Councils Digital Network has been crucial over this reporting period which has seen more home working, home schooling and a change in the way we engage with local people. This development has seen all towns (except Montrose) connected with 2 1Gb paths through network technology which ensures a resilient, reliable and quick connection solution.

The new network was created to give full Data Centre Resilience in Forfar and in Arbroath using a new link traversing Craigowl, Dummies Hole and Water Tower. The Council owns all 3 sites and has also converted to full CORE sites, e.g. All Dundee area schools now come direct to Craigowl rather than all the way to Forfar. This work also included the replacement of all CORE switches



with newer models which allows the network to use the latest of technologies. The update of the entire network was done with no issues at all. A new BT Fibre linked Friockheim Primary School to Arbroath and allowed cancellation of old fibre linking Friockheim to Forfar, resulting in over a £15k per annum saving.

All Rural Schools have now been brought fully into the council network with comparable speeds to central town schools. This has been an ongoing IT project for 10+ years trying various technologies including using public masts, building masts on hills, radio links, fibre links, cables sunk in water/soft digs, non-line of sight technologies but now working with our radio supplier and BT a variety of technologies have been combined to finally achieve this goal.

Benefits from the above include:

- All Angus schools now have the same connectivity speeds, removing the digital divide between rural and town.
- All schools now have Wi-Fi throughout (Allows Agile Working and Learning) and Voice Over IP Telephony.
- Montrose to Brechin Radio - This new link provided Montrose with a 1Gb MPLS link which not only provides performance benefits but extra resilience.
- Old Arbroath to Forfar main fibre was designated to be at the end of its life by BT. This was migrated onto a brand-new fibre and again was completed with no interruption to any council services.

## Our Council – Change Programme

Good progress continues to be made through the Change Programme in terms of transforming the Council to be a better, stronger, sustainable and smaller council, while delivering growth in the Angus economy, supporting people and working to improve outcomes in line with 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.

In February 2020, for the first time, a combined Finance and Change Plan was reported to committee as part of the budget setting process. The later part of the plan gives details of all current projects, any targeted savings, level of investments and a description of the project. In 2021, an updated plan again formed part of the suite of budget reports being reported to committee on 4 March 2021. For the first year, the plan included a Change Strategy - Our Approach to Change 2021/22 - 2023/24.

Over the past three financial years considerable savings have been achieved by delivery of the Change Programme projects allowing the undernoted figures to be removed from the Council's base budgets:

| Year    | Savings    | % of total |
|---------|------------|------------|
| 2018/19 | £9,632,442 | 93.5%      |
| 2019/20 | £9,974,711 | 97.6%      |
| 2020/21 | £8,577,214 | 95.0%      |

There are currently 85 projects on the programme as 14 have already been fully completed for 2021/22 and monies have been removed from base budget to reflect the savings. The profile of the savings that are currently in the programme are:

| Year         | Savings            |
|--------------|--------------------|
| 2021/22      | 5,133,000          |
| 2022/23      | 10,093,000         |
| 2023/24      | 8,711,000          |
| <b>Total</b> | <b>£23,937,000</b> |

It should be emphasised that the Change Programme is not all about savings, but also includes projects which are enablers and investment initiatives. Of the 85 current projects on the programme, 29 are enablers of which 4 require substantial investment, 44 have a savings target set against them (although in

8 cases the 2021/22 have been met) and 12 are process reviews where limited savings will be generated but there are opportunities to introduce efficiencies in the way we work across the organisation and interact with our citizens.

There are many examples of areas where improved outcomes will emerge. Key aspects include benefits to be gained from the Tay Cities Deal, the School's for the Future programme, digital enablement, and 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.

Work is progressing in relation to developing the next iteration of the Change Programme for the next 3-year planning period 2021/22 to 2023/24. A 'Long List' of 80 potential projects has been considered by CLT-Change Board and reduced to 48 ideas to be taken forward. Work will shortly commence to prioritise these and start further research and investigation work to ensure we have all the relevant information/data to make a decision on whether it should progress to full projects and be added to the Change Programme. This work will be completed over the summer months, in conjunction with some Business Insights work that the Governance & Change Team are compiling. Developing and improving our quality of Business intelligence or 'Business Insights' in services and across the organisation is key to identifying and underpinning the potential opportunities for future Change Programme initiatives, turning potential opportunities into real projects.

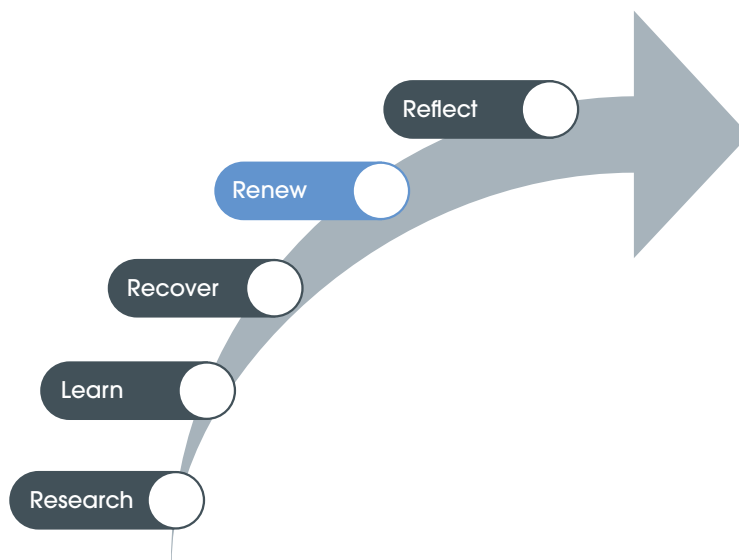
For each proposed project agreed to move to the next stage, a thorough assessment of the risk, benefits, complexity, level of staffing and financial resources will be required, and the Governance & Change Team will commence this work as soon as practicable. This will assist in the start-up and development phase of the council's project life cycle, building appropriate business cases and using options appraisals to support the implementation of the associated cases for change.

The challenges facing the Council are set out in the Change Strategy mentioned above and clearly establish that Angus Council needs to be ready and responsive to implement even more radical change over the forthcoming years. It is only through that transformational change, which will also need to include the reduction or cessation of lower priority services, that the Council will be in a position to meet these challenges.

## COVID-19 Recovery & Renewal

The declaration of a global pandemic by the World Health Organisation in March 2020, and the subsequent impact within the UK has been unprecedented. This has created an abundance of challenges for our citizens, our communities, businesses, and our council.

Angus Council and our partners have continued to respond to the COVID-19 pandemic, alongside the implementation of the test and protect programme, community testing protocols and the various levels of restrictions, that have been applied by Scottish Government. As the COVID-19 vaccination programme continues to be rolled out across the country, our attention is focused on how we transition and stabilise into recovery. However, we also need to be mindful that COVID-19 as a virus, will remain with us for months and potentially years. Therefore, we must ensure that our approach remains flexible and adaptable, and ready to escalate should there be further outbreaks, peaks and/or challenges. We must also be aware of other and concurrent risks that may require an emergency response.



As we proceed and transition into recovery from the impact of COVID-19, we are in the unique position of being able to redefine the way that we work and potentially “fast forward” new ways of working. Our learning from the past year is essential to how we influence and shape our future. We need to understand what has worked well, the opportunities for change and or reducing/stopping some of the things we did prior to COVID-19. Our response



to date has presented opportunities and increased the demands on many of our services. We have reported our response and actions to Angus Council and will continue to do so. The council's annual governance statement 2020/2021 also refers to the demands and impacts on services.

As work progresses, our transition to a fuller recovery programme is now well underway. We continue to monitor the Scottish Government guidance and apply it accordingly. Our services have continued to deliver and adapt and will continue to do so.

In terms of strategic policy developments, throughout 2020/21 the strategic priorities and direction were explored as part of the Council Plan Performance Report and Community Plan developments. This was initially done under the banner of Demand Management however as the Tay Cities Deal work has progressed and Communities teams become central to supporting local people, Angus Council and partners have started to work towards Community Wealth Building (CWB) principles. A lot of local activity is in line with CWB however to strengthen this approach we will be undertaking a Service Design exercise focusing on the key priorities and development areas. This approach will include co-production with local communities and a customer focused view – this is essential if we are to provide the services people need when they need them and in the most effective way – in partnership.

### **2021–2024: Working Towards Recovery**

Our strategic priorities are focused on outcomes. In this report there are updates on activities, policy and importantly prioritisation of our resources to respond to the challenges of and change due to COVID-19. As part of this reporting period, we have engaged with our staff to consider where we should invest or do more and where we could reduce or stop activities or do them more efficiently. As a result, we have prepared a Strategy on a Page as our key guide around what we do over the medium to long term. The Strategy on a Page is shown below and will become a central part of our work for future performance reports. We believe that this will help us to recover from the COVID-19 pandemic to be a more flexible, sustainable and future focused council, better placed to respond to change.

## Eliminate

**Child Poverty** - Eliminate children living in poverty through work with partners & business to intervene early, create economic opportunity, while also reducing costs and increasing income for people.

**Barriers to Access** - Eliminate barriers to accessing the right services at the right time, ensuring the availability of early support for individuals, families and businesses.

**Inefficiency** - Eliminate inefficiencies within activities, making the best use of resources and technologies, leading to a higher level of consistency and productivity.

---

## Reduce

**Climate Change** - Reduce the impact of climate change by being a major contributor to achieving Scotland's national climate change goals, as leaders in clean growth, environmental stewardship and sustainability.

**Duplication** - Reduce unnecessary duplication and focus on areas of greatest need.

**Bureaucracy** - Reduce unnecessary bureaucracy wherever it is found, and it is legally permissible to do so.

---

## Raise

**Opportunities for Lifelong Learning** - Raise opportunities for lifelong learning for all children, young people, adults, and the workforce, to enable progression in their learning.

**Customer Service** - Raise the quality of customer service through developing communication channels, underpinned by technology, which continues to provide opportunities for people to engage.

**Wellbeing** - Raise and promote the wellbeing and safety of communities and the workforce.

---

## Create

**Equity** - Create equity by focusing services on those who need them most.

**Stronger Partnerships** - Create stronger partnerships through collaboration in the planning and delivery of services which benefit the people of Angus. This will include enabling and empowering community leadership.

**Inclusive Culture** - Create an inclusive culture by trusting and empowering employees, as well as ensure equality in the workforce.



