



Annual Performance Report |



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Foreword

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



We are pleased to present Angus Council's 2021/2022 Annual Performance Report which outlines our progress against targets set in the Angus Council Plan from 1 April 2021 to 31 March 2022.

This report demonstrates the council's commitment to adapting how it operates, by working more closely with our citizens, our communities and our businesses, putting them at the heart of everything the council does, to create better outcomes for the people of Angus.

Our Council Plan updated in March 2022, ([report 61/21](#)) introduced a new Strategy on a Page (SoaP) as our framework for change. By using this format of listing our priorities to Raise – Create – Reduce – Eliminate, we can remain focused on what we need to do to have the greatest impact for people. For example, a key outcome is to eliminate child poverty. Activities over the past 12 months highlighted what we have raised, created, reduced and eliminated to make progress against that priority, through case studies and within the performance indicators.

Audit Scotland evaluates each local authorities' performance every five years and reports progress to the Accounts Commission, the independent body that holds local councils to account. 2022 was our turn, delayed by the pandemic by one year. We welcome this scrutiny and were delighted to see that many of the changes we have put in place over the last five years have been recognised, significantly improving on reports in 2010 and 2016.

Tim McKay, Deputy Chair of the Accounts Commissions said: "Angus Council serves its communities well, has made impressive improvements to services in recent years and benefits from effective leadership and a clear vision. There is strong partnership working and collaboration to help deliver services that benefit local people." You can read the full Best Value Assurance Report (BVAR) on the Audit Scotland website via this link: [Audit Scotland](#).

The report also recognised strong professional relationships between elected members and officers, effective partnership working and noted that local people were more satisfied with services than the Scottish average. However, we are not complacent. They identified a need for further focus on housing and improving the local economy; the management of demand in health and social care; and consistency in our performance monitoring across the council.

As the new Leader of Angus Council, my intention, working alongside the Chief Executive is to build on this strong performance and continue to improve all areas identified by the Accounts Commission.

I have always believed that by working together, across the council and the community, we can achieve more and as we recover from the pandemic, this will be even more vital.

This performance report demonstrates the impact of the pandemic on Angus and will help us to focus our efforts on the areas of greatest need. It also shows that the council remained remarkably resilient and continued to deliver in the most challenging circumstances. I compliment all the staff and I am excited to see what Angus can now go on to achieve.



Cllr Beth Whiteside

Leader of Angus Council

Margo Williamson

Chief Executive of Angus Council

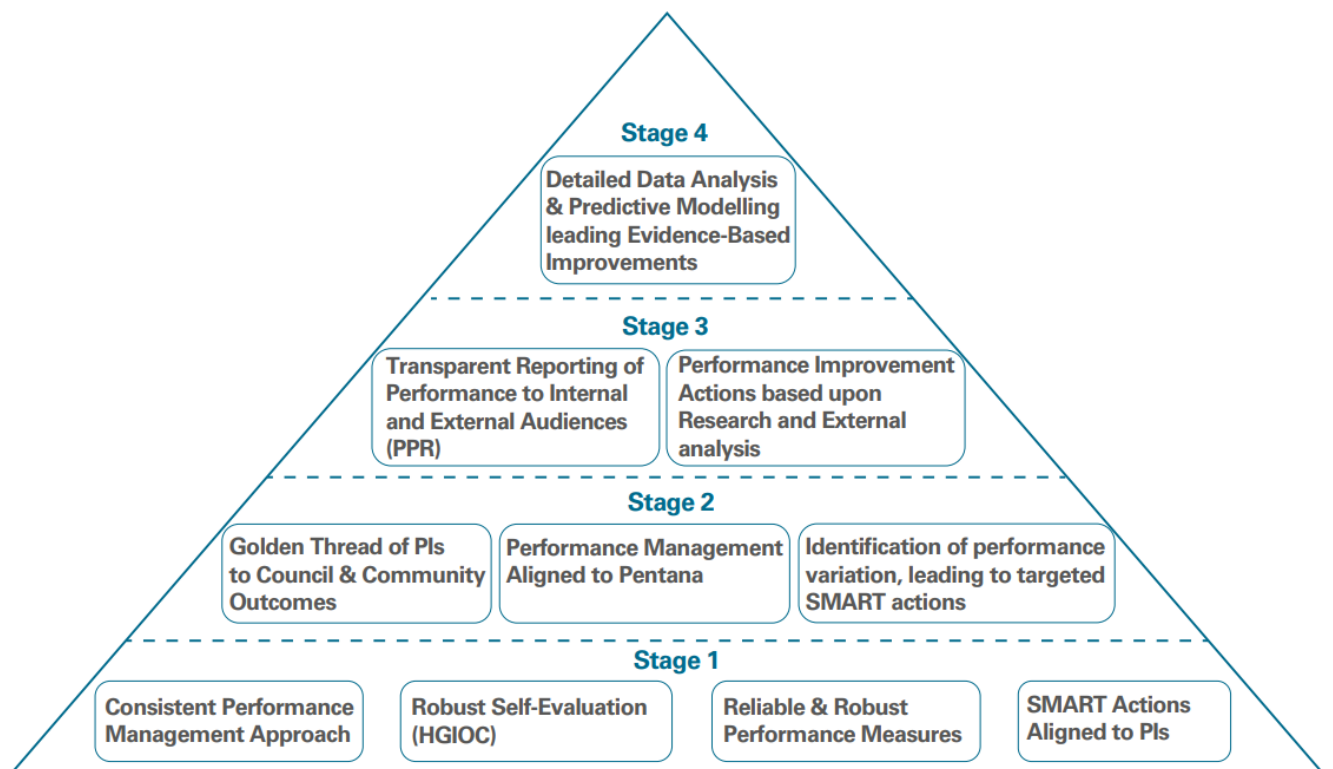
Our Performance Reporting

This performance report covers the period from 1 April 2021 to 31 March 2022 and reports on activities and targets from the Angus Council Plan, which can be found on this link: [Angus Council Plan](#), which was agreed in March 2021, and updated in September 2021. Where possible, we have included data for 21/22 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 provide further information.

Angus Council strives to be a performance led authority with a focus on continuous improvement. However, there is still work to be done to fully embed this approach across the council.

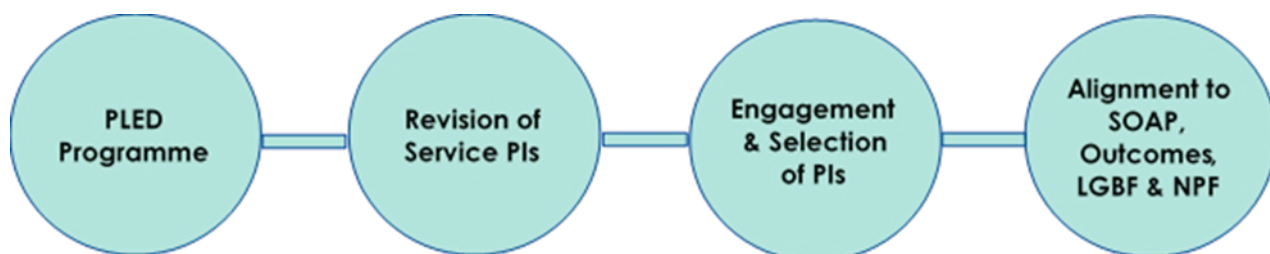
In 2019, the council introduced a Performance Led Council (PLED) approach with a focus on an improving performance management framework, using improved performance information, with robust performance indicators, actions, and risks.

The PLED approach has four stages as detailed below:



As part of our PLED work, we continue to develop new performance indicators (PI's) and targets to better monitor and review the effectiveness of our work. These were co-produced with teams delivering services, as they are best placed to understand which data truly shows the impact of the work they do. These refined indicators are presented for each of our council priorities below and account for some of the gaps in historical data.

In addition, we also consider the Local Government Benchmarking Framework (LGBF) to measure, where possible, our performance relative to other local government authorities, particularly in those similar authority groupings. Further, many services produce their own data to inform their practice, which had not previously been reported. These have been refined and aligned to the Strategy on a Page, Community and Council Plans, National Performance Framework (NPF) and the Local Government Benchmarking Framework (LGBF).



“The council is working to improve its performance management framework, but needs to increase the pace”

Angus Council's Best Value Assurance Report 2022

In our Best Value Assurance Report, Audit Scotland helpfully noted that while we have made improvements, this approach was not consistently embedded across the council, due to the focus shifting to our immediate response to the COVID-19 pandemic during 2020/21. It recommended that we continue to work on performance management across services by improved staff training and ensuring that the council's structure links more closely to the Council Plan.

It also proposed that we progress with developing a Big Data project, which it notes will support the PLED programme, improving productivity, identifying new opportunities for transformational change, and providing better-quality services to support the delivery of outcomes and priorities.

Recognising that it is not fully in place, the PLED process informs this performance report as we align the new with existing data. Some of our service areas are particularly strong at applying a performance led approach and evaluating their progress on an ongoing basis to demonstrate a positive impact over time. Other services are still developing their thinking and practice. It is fair to say that most services are now operating at level 2 of the PLED framework.

Our strategic priorities remain the same: Our Economy, Our People, Our Place and Our Council. In addition, in our last Council Plan, we also introduced our Strategy on a Page (SOAP) (below) which is a simplified framework for change over the medium to long term. The aim of the SOAP is to compliment the Council Plan, keeping services focused on our key purpose or 'why' rather than outputs which will deliver our stated goals.

These are the frameworks on which we measure and evaluate our performance.

Table 1. the Strategy on a Page

Raise	Create
<p>Opportunities for Lifelong Learning Raise opportunities for lifelong learning for all children, young people, adults, and the workforce, to enable progression in their learning.</p> <p>Customer Service Raise the quality of customer service through developing communication channels, underpinned by technology, which continues to provide opportunities for people to engage.</p> <p>Wellbeing Raise and promote the wellbeing and safety of communities and the workforce.</p>	<p>Equity Create equity by focusing services on those who need them most.</p> <p>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.</p> <p>Inclusive Culture Create an inclusive culture by trusting and empowering employees, as well as ensuring equality in the workforce.</p>
Eliminate	Reduce
<p>Child Poverty Eliminate children living in poverty through working with partners and businesses to intervene early, creating economic opportunity, while also reducing costs and increasing income for people.</p> <p>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.</p> <p>Inefficiency Eliminate inefficiencies within activities, making the best use of resources and technologies, leading to a higher level of consistency and productivity.</p>	<p>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.</p> <p>Duplication Reduce unnecessary duplication and focus on areas of greatest need.</p> <p>Bureaucracy Reduce unnecessary bureaucracy wherever it is found, and it is legally permissible to do so.</p>

Economy

Angus is a 'go to' area for businesses

Our Priorities

Economy: 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

Delays in obtaining data for this report, due primarily to differing reporting cycles, makes it difficult to accurately assess impact and trends in a timely manner. The table of indicators below contains new data that was unavailable in last year's performance report as it was issued after the publication of this report. Similarly, data for this year will be included in following years.

Our Economy was highlighted by our BVAR as one key area where further work on performance indicators is required at pace. Therefore, we are reviewing the indicators currently used although these had already been altered in the previous council plan (see below). This is essential to ensure that they reflect meaningful data that is readily available for this report. While this may disrupt trend data, it will drive improvement and allow the clearer articulation of what actions we will take to reverse declining trends.

This is essential as our economy has been significantly impacted by the pandemic with key sectors for Angus such as hospitality and tourism being hit hard. This report details activities to support our recovery from the COVID-19 pandemic. However, we have also progressed work to future proof the Angus economy, focusing on low carbon, innovation and sustainable growth.

Table 2. Economy Council Plan Indicators

Council Plan Indicators	16/17	17/18	18/19	19/20	20/21	21/22	Target (21/22)	
1. The percentage of people employed in Angus [Employment rate as % of people aged 16-64 in Angus]	76.9%	75.7%	76.3%	77.1%	72.3%	74.3% (to Q3)	78%	
2. 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	£539.60* (2020)	£590.30 (2021)	£518.30
	Residence based	£527.80	£542.50	£542.20	£549.90	£578.30*	£614.60 (2021)	£550
3. The productivity of the workforce [Gross Value Added per head of population for region]	£19,362	£19,786	£20,514	£21,338	NA	NA	£27,391	
4. The percentage of new businesses that survive beyond three years	71%	63%	66%	58%	59%	NA	66%	
5. The economic impact of tourism in Angus	£226.7m	£230.9m	£240m	£240.5m	£95.9m*	£177.7m	No target set due to impact of C-19 on sector	
6. New businesses coming into the area [The percentage of Employment land take-up during the reporting year in hectares]	37.85	11	10.73	1.8	1.30	15.00 Note	Due to change in methodology the data is unreliable and will be revised for future years	
7. The percentage of premises able to access broadband speeds of at least 24 megabits per second	81.2%	86%	88.10%	89%	92%	NA	100%	
8. The percentage of Angus Council's procurement spend with local small and medium sized companies (SMEs)	34.5%	38.0%	36.6%	24.4%	26.1%	34.5%	44.36%	

Performance Updates - Economy

Please see below for commentary to accompany the relevant indicator in the above table:

Indicator 1

The performance data available shows the impact of COVID-19 on the Angus economy. This is most clearly seen in the percentage of people in employment and the economic impact of tourism which is interlinked (see note 5 below) but which shows recovery in 2021. Before the pandemic, the trends of both were increasing year on year as the marketing effort, number and quality of Angus-based attractions increased. The furlough scheme helped to protect jobs across the UK. However, we would anticipate a recovery to pre pandemic levels and the target of 78% being achieved in the financial year 2022/23.

Indicator 2

Wage levels in Angus have significantly outperformed the target set for both work and residence-based employees at £590.30 and £614.60 in 21/22 respectively. These figures are particularly important as Angus has historically had a low wage economy and this data shows the impact from investing in and supporting business growth across the technical and manufacturing sector in Angus such as the offshore wind developments.

Indicator 3

Figures unavailable to provide trend analysis

Indicator 4

The percentage of new business surviving beyond three years remains high despite the pandemic. However, it falls short of the target of 66%. Business survival rate is a key measure of how the economy is performing over time and we will be re-focusing our efforts through our Business Gateway contract to understand the challenges and support the longer-term sustainability of new business growth in Angus.

Indicator 5

Clearly the impact of the pandemic has had a significant impact on tourism on a worldwide basis and Angus is no different. The AIG Women's Open Golf Championship went ahead in Carnoustie in August 2021, but with reduced capacity due to COVID-19 restrictions in place at the time. However, this event did still have a positive impact according to a study by Abertay University available on this link: [Impact of Women's Golf Open](#)

Indicator 6

This indicator has become an unreliable measure of entrepreneurship, business start-ups and new businesses coming into the area. The figures here show land for development and as the Angus business property portfolio has expanded and matured, the figure for immediately available employment land is misleading as a measure of business development. There is now a supply of existing industrial units from public/private sector providers in which companies can relocate or start, without impacting on employment land figures owned by Angus Council. This has been resolved for future years as part of the PLED work and a better statistic to measure entrepreneurship is New Business Starts per 10,000 Working Age Population.

Indicator 7

The percentage of premises able to access broadband speeds of at least 24 megabits per second is steadily increasing. Recent investment through the local full fibre network programme (see narrative below) and other government initiatives is beginning to impact with most premises now able to access broadband. The more rural communities are seeing investment in mobile technology through the erection of masts that can be backhauled to a fibre network increasing megabit speed across the county where this is needed.

Indicator 8

The percentage of Angus Council's procurement spend with local small and medium sized companies (SMEs) was 34.51%, which was a 10% increase on the previous year, although still short of the ambitious target. This increase reflects the actions taken to support local companies to tender within the procurement process rules. See Procurement below.

As stated above, performance indicators for Economy have been and continue to be under review with some new indicators and targets. As part of the ongoing PLED work, the indicators were reviewed for the current updated council plan agreed in March 2022 available on this link: [The Council Plan](#),

The following narrative provides updates to the actions outlined in the Council Plan for this period, delivered under the Economy theme:

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.

The Mercury Programme

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 private partners.

To maximise the opportunities arising from the Angus Fund, a temporary post was established for a Marketing Communications Officer to assist in the engagement with private sector businesses and investors to help fast track this programme.

Angus Fund Projects:

- **CASI (Centre for Agricultural Sustainable Innovation)**

This is a partnership between Angus Council, Agrico UK, Arbikie Distilling, James Hutton Institute and SoilEssentials Ltd signed a letter of intent in January 2022 committing to work together to develop a Centre for Agricultural Sustainable Innovation (CASI), with the headquarters in Forfar.

Montrose – Infrastructure for the Future

• Zero 4

Angus Council is working in partnership with Crown Estates Scotland which owns the Zero Four land, 123 acres (a former airfield) close to Montrose Port. The site has strong potential to create a large-scale hub for supporting the development of the blue and green economy, particularly the offshore and wind sector, as well as other economic catalysts.

- In November 2021 both parties signed a Memorandum of Understanding, entering into an agreement to work together to develop a clean growth enterprise hub, with supporting infrastructure, in Montrose, Angus.
- The Strategic Transport Appraisal Guidance (STAG) has been developed for improving road transport links to and from Montrose. Working with Tactran in developing options for improved freight links, including use of the railhead facility in Montrose.

Mercury Drone Port

In the Council Plan, we said we would invest £1.15m of Angus Fund monies via the Tay Cities Deal at the Zero Four site to create Scotland's first drone port. Mercury Drone Ports was established as a public-private partnership and a Memorandum of Understanding signed in January 2022 between Angus Council and DTLX Ltd.

- The partnership between Angus Council and DTLX Ltd has led to development work to produce a robust business case for approval by both UK and Scottish Governments as part of the TCD Governance. MDP has with other leading industry partners established a relationship with the NHS to explore options for the first beyond visual line of sight (BVLOS) drone trials in March 2022. Applications have been submitted to the Civil Aviation Authority (CAA) for consent to fly to BVLOS trials for the transportation of medical equipment, samples and medicine via an unmanned aircraft to and from multiple healthcare facilities between Angus and Dundee.

Land and Property Estate

We started implementation of our Land and Property Strategy Action Plan approved in March 2021 including disposal of one of the identified surplus properties. We have invested £1,000,000 as part of our capital Maintenance programme of our properties on, for example, LED lighting and external drainage. We identified priority properties where we support key sectors in the Angus Economy in locations such as Arbroath Harbour Visitors Centre, Industrial accommodation in Dens Rd, Arbroath, retail in Cumberland Close, Kirriemuir, Orchardbank units in Forfar, Brechin Business Park units and Kirkton Industrial Estate in Arbroath.

- This includes addressing indicators 4, 6 and 7 with the partnership developments in Brechin and Montrose (see above). This work has delivered a supply of 160.8 hectares (ha) of land suitable for commercial development, of which 116.2 ha is marketable and 24.1 ha, or 15%, is Immediately available

In terms of our own estate, our Estates team successfully delivered:

- Appropriation of sites to the Housing Revenue Account providing £936,000 in capital receipts to the General Fund
- £201,778 income from the Seagreen Servitude Rights in addition to the £902,222 income received in the previous year
- 6 property disposals totalling £289,999
- 8 property disposals on behalf of Housing Revenue Account totalling £523,075
- 30 rent reviews and lease renewals with rents totalling £129,500 per annum
- Review of over 100 Common Good rents with annual income totalling £287,408

Our Assets Service also successfully delivered.

- Approximately 5,500 repairs to our corporate buildings.
- Completion renovation works to offices at County Buildings, Forfar
- Commencement installation of Photo Voltaic (PV) panels at Websters High School and Brechin Community Campus
- Completion the extension and upgrade to toilet provision at Stracathro Primary School
- Completion of the new public toilet at Montrose Seafront and commencement of the public toilet at Forfar Country Park
- Setting up the NHS vaccination centres in Arbroath, Forfar and Montrose.

Low Carbon Network

In response to the evolving climate emergency, Angus Council published its [Sustainable Energy and Climate Action Plan \(SECAP\)](#). See Place section for further information on Carbon Reduction and Climate Change, and Active Travel, Roads and Transportation.

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.

Actions taken in this period include:

- Further advances in the council's Agile workforce programme, reducing, commuting, business travel and CO2 emissions. For example, mileage expenses costs for staff decreased from £677,556 (2019/2020) to £276,496 (2020/2021). It has risen in 2021/2022 to £553,041 (against a budget of £844,520) due to interim COVID-19 policy change paying mileage from home.
- Sustainable growth and low carbon industries as the focus of the Mercury Programme

Supporting Business and Encouraging Inward Investment

As stated in the council plan, this work is being delivered via the regional Trade and Investment Partnership to support the sustained growth of our key industry sectors. In addition, through marketing, videos and attending industry events together with the Invest in Angus website we provide signposting and advice. Our own sector officers, who

provide bespoke services together with partners Business Gateway supporting business support growth, diversification and internationalisation. Our sector officers provide advice on key sectors to industry groups. We market our assets through the Invest web site to inward investors with the assistance of Scottish Development International. Much of this relates to the Tay Cities and Mercury Programme initiatives above. However, there are some additional specific programmes to highlight which will have contributed to indicators 1, 2, 4, 5 and 6:

- With the remaining Scottish Government Discretionary Fund monies, we provided further support to business through the Business Improvement Grant (£660k awarded), designed to support businesses from any sector, registered and based in Angus, with ambitions to innovate or diversify. Seven businesses were awarded a grant of £25k and a further thirty businesses awarded sums of between £2k and £15k.
- Statistics from Business Gateway show that there were 227 business start-ups in Angus, compared to 245 in Dundee and 228 in Perth and Kinross. Further work will be undertaken with Business Gateway for more detailed reporting on business survival and expansion.

Environmental Health and Trading Standards Officers worked together in response to over 800 complaints and enquiries related to the Covid 19 pandemic. These related to non-compliance with restrictions in commercial premises, requests by businesses for advice on compliance and assisting colleagues in the NHS Public Health Team to investigate outbreaks of illness in workplaces. In addition, staff have carried out 737 Food Law visits to businesses and taken 275 food monitoring samples.

Employability and Skills

The Angus Works Programme is a work placement programme, open to all young people in S4-S6, aimed at providing work experience. The full programme did not run in 2021-22 as many services were required to continue homeworking, making it difficult to provide the necessary hands-on support. However, there were opportunities within services which were able to support with work placements including schools/nurseries, IT, Education and Lifelong Learning, Angus Alive, Enablement and Response Team and Parks. These valuable learning opportunities allowed our young people in Angus to develop their skills for life and work and prepare them for transition and progression.

During this reporting period the first cohort of the Angus Council Modern Apprentice Pilot has been completed. This has been delivered with partners locally and regionally to develop skills programmes to help people train or re-train where needed and support those affected by the pandemic. Of the 17 Apprentices, 11 have secured positions with Angus Council, two within external organisations, two have progressed to Graduate Apprenticeships within IT at Angus Council, one has left to go to university, and one resigned from the programme.

Through the Angus Women's Business Station, 10 participants took their next steps towards starting a new business. See Case Study on page 16.

Digital Infrastructure

Angus Council invested £0.5m as part of the Tay Cities Deal to receive additional grant match funding of £0.875m from the UK Government Department of Culture, Media & Sport (DCMS) to develop a Local Full Fibre Network (LFFN) Programme.

- **Ultrafast Full Fibre Broadband**

Angus Council, Perth & Kinross Council and BT completed infrastructure works in Spring 2022 that now bring a significant investment to the region's communication network to deliver ultrafast broadband.

Acting as the anchor tenant in this area, Angus Council facilitated the investment in high speed, super reliable full fibre broadband technology with speeds of up to 1Gbps per second. This network includes 52 Angus Council buildings including schools, libraries and council offices in this network. It also extends the network of full fibre bringing it closer to even more homes and businesses in the future.

- **Rural Broadband**

Angus Council has also created a core infrastructure that consists of several fixed radio masts, providing connectivity in rural Angus for an effective solution to reaching remote and rural properties via high quality wireless solutions. It has provided Internet Service Providers with the infrastructure to deliver Superfast Broadband to rural residences and businesses.

Both these developments now provide a significantly faster and more reliable internet connection. This enables critical public services and healthcare providers to improve the services and become more resilient. It will also enhance and support online learning, now a significant feature of higher education in particular, e-commerce, home working, remote socialising and entertainment, all of which are supporting a rural economy such as Angus.

- **Internet of Things (IoT)**

Having built the core infrastructure, by partnering with SmartRural, Angus Council has delivered a range of innovative use cases using Internet of Things (IoT) technologies.

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

Offshore Wind Sector

Seagreen Alpha Wind Energy Limited, working with Angus Council and Carnoustie Golf Links Management Company Limited completed the underground cables which connect its offshore wind farm with the sub-station at Tealing, Angus. This brought both construction and ongoing operations jobs to the area. The community is now also benefitting from funding from Seagreen which has been distributed through local Community Councils.

Procurement and Local Spend

The council continued to procure in line with the council's approved [Procurement Strategy Review 2019/21](#). However, last year we also adopted sustainable (social, economic, and environmental) principles to procurement across the council to provide better value for money where we can. Therefore, we have:

- Continued to buy locally where it offers us the best value to maximise the benefit to the economy as we emerge out of COVID-19 pandemic. This has been achieved by working with local suppliers to remove barriers that can prevent this from happening, such as understanding the procurement and tendering process.
- We have done this in a fair and transparent way as we cannot discriminate against businesses based on their location. We have also used our buying power to support the development of local skills and training. Also, we have strengthened our anti-slavery and counter-fraud approaches.

Case Study – Angus Women's Business Station



Successful Candidates Profiles

- 10 out of 10 are mums
- 6 out of 10 have dependent children
 - 3 of which are single parents
 - 2 of which have children with additional needs
- 2 out of 10 were self-employed
- 1 out of 10 is working part-time
- 10 out of 10 wanted to start and grow a business that would give them flexibility, financial stability and security
- 8 out of 10 described themselves as having low confidence and self esteem
- 7 out of 10 said they suffered from anxiety and depression
- 5 out of 10 suffered from chronic illnesses that affected their ability to remain in paid employment
- 6 out of 10 said they have financial worries

Women's Business Station (WBS) is a local social enterprise whose mission is to make starting and staying in business possible for women regardless of their social, cultural or economic status or background. Through Enterprise and empowerment activities it aims to build connected communities, collaborating, innovating and facilitation opportunities that support women to achieve their full potential.

WBS was funded by Angus Council to deliver two FaSTRACK to Business Start-Up Success Programmes for women, with a particular emphasis on single mums or those trapped in work or generational poverty. These would take place in Arbroath and Brechin during February and March 2022. The programme generated a lot of interest including 21 notes of interest and 18 telephone interviews. 10 candidates were selected to participate in the programme which included topics like Values & Vision, Growth Mindset, Marketing & Branding Digital Media, Finance and Public Speaking.

Key benefits of this programme to the area and contributing to our Council Plan priorities include a new shop opening in Brechin called Chaplin's Refill Station, three new businesses launched, a new drama programme for young people, the creation of a new charity

called Script, a new job appointment for two days per month, two further education programmes started, two new school contracts for Adventures in Angus, retail outlet sourced to stock and sell products, set up of a new Angus Mums in Business Networking Group and a greater understanding of costs to get started. Testimonials include: -

"I wasn't really sure what to expect but I got a huge amount of information and have made some lovely connections along the way."

"Really got so much out of this course. Each session was relevant and informative and presented in a friendly and enthusiastic manner."

"I felt very motivated and supported."

People

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 our young people
- increase the achievement and attainment of our children and young people, including looked after children

There has been a review of self-evaluation processes and use of performance data in line with the Performance Led Council (PLED) approach across Angus Schools. This work was recognised in the Best Value Assurance Report which stated that Education and Lifelong Learning has “well-established performance management arrangements and [has] been quicker to implement the PLED programme.”

This has included the introduction of 'Data Driven Dialogue', an education-based protocol which builds awareness and understanding of participant's viewpoints, beliefs, and assumptions about data while suspending judgments. This approach was used to develop high quality evaluative Standards and Quality reports, which in turn informed systematic and rigorous improvement plans that have been developed across the Directorate to promote a 2-18 approach.

All schools have been 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'.

Table 3. People Indicators

Council Plan Indicators	16/17	17/18	18/19	19/20	20/21	21/22	Target (21/22)
1. Percentage of school leavers achieving level 4 literacy and numeracy	90.2%	87.7%	89.1%	89.1%	90.5%	N/A	See narrative below.
2. Percentage of school leavers achieving level 5 literacy and numeracy	71.6%	67.3%	65.3%	67.7%	70.3%	N/A	
3. Percentage of school leavers entering a positive destination (a job, college or apprenticeship)	94.7%	95.0%	95.6%	93.7%	95.7%	N/A	
4. Percentage of school leavers achieving 5 or more awards at Level 5	62.8%	62.1%	61.7%	64.4%	71.6%	N/A	
5. Percentage of school leavers achieving 3 or more awards at Level 6	47.4%	48.1%	46.4%	49.1%	55.6%	N/A	
6. Percentage of looked after children cared for in Angus	82%	78%	81%	82%	79%	77.4% as at July 2021	85%
7. Number of children on the child protection register	96	51	64	45	36	50	See narrative below
8. Percentage of children living in poverty	23.6%	24.1%	23.3%	24.0%	20.6%	NA	20.0%
9. Percentage of children accessing funded entitlement to early learning and childcare	NA	NA	NA	92%	94%	97%	95%
10. Rates of reconviction	26.4	25.2	24	24.5	NA	NA	20.0%
11. Percentage of anti-social behaviour complaints resolved	NA	NA	98%	98%	90%	91%	100%

Performance Updates

Indicators 1-5

The data provided for these indicators is drawn from Insight, the national attainment benchmarking tool. An initial update to Insight will be made in September 2022, and again in February 2023.

The period covered by these statistics means that the results will be affected by the COVID-19 pandemic. In particular, the cancellation of exams and external assessment of coursework in 2020, and the use of the Alternative Certification Model in 2021, will have affected the attainment of many 2020/21 school leavers. It is also likely that the pandemic will have continued to affect the destination choices made by, and opportunities available to, some school leavers in 2020/21.

The impacts of these different approaches to certification upon school leaver attainment means that care should be taken when making comparisons over time. The attainment data provides an accurate reflection of the attainment with which school leavers in Scotland left school; for this reason, attainment data for 2020/21, 2019/20 and previous years are presented together.

In addition to this, levels of attainment by 2020/21 school leavers are also likely to have been affected by any changes to pupils' decisions on staying on at school related to the pandemic. The relative size and make-up of the 2019/20 school leaver cohort indicated that fewer S4 or S5 pupils left school in 2019/20 than might have been expected. These pupils, many of whom are likely to have instead left in 2020/21, will have had opportunities to gain more qualifications, and/or to gain qualifications at a higher level, than had they left at the end of the 2019/20 academic year. This is likely to have affected the total number of passes, and the highest level of qualification, attained by some school leavers in 2020/21.

Care must therefore be taken when comparing the attainment of 2020/21 school leavers with that of 2019/20 school leavers and when comparing these years to the attainment of earlier school leaver cohorts. Any changes between the attainment levels of the 2020/21 cohort, the 2019/20 cohort and those of previous years should not be seen as an indication that performance has improved or worsened, without further evidence.

As part of the [Scottish Attainment Challenge](#), the Scottish Government has set out its core stretch aim measures, which all local authorities are expected to report on. Future performance reporting for Education and Lifelong Learning will focus on these measures.

Indicators 6 and 7

Keeping children living at home where it is safe to do so, is a top priority for Children, Family and Justice Services working closely with our partners. Where children cannot live at home with immediate family, kinship or foster care within Angus is preferred where that is assessed as meeting a child's needs safely. The numbers of looked after children in Angus has remained stable, however the overall number of children who require to be looked after away from home as a proportion of our total number, has increased. The demand for care placements to meet the needs of children, including children's individual needs, the need to keep siblings together and an overall reduction in the number of families willing to offer either interim or permanent foster care has meant that

more children have been placed outwith Angus. We have taken many steps to reduce the need to place children and ensure that when this is the case, there is increased review of the placement. We have continued to invest and innovate in the recruitment of foster carers with highly visible campaigns. We have seen growth in the number of people coming forward to offer short breaks which is positive but continue to have need for carers in a position to offer longer term care and to care for family groups of children together.

The council has continued the weekly data report and analysis that we started during the COVID-19 pandemic to ensure senior management oversight of the increasing number of children on the child protection register and the associated risks. The number of children on the child protection register was 50 as of 31 March 2022. There is regular movement on and off the register as part of the council's child protection procedures.

Taking this indicator together with our core performance data such as weekly social work referrals and children coming into care, gives us a greater understanding of the needs of families. Domestic abuse continues to be a significant risk factor for women and children; we are also observing data on mental health and wellbeing concerns for young people.

Indicator 8

Data on the number of children living in poverty shows a fall of 789 to 3,809 (20.6%) in 2020/21 from 4,598 (24.05%) in 2019/20. Benefits increases of 1.7% and a £20 benefit uplift at the start of the pandemic in March 2020 combined with falling inflation, at or below 1% from April 2020 to March 2021, acted to reduce child poverty. Lockdowns and restrictions also reduced spending and led to forced saving. Although data for 2021/22 it is not yet available evidence suggests this will increase significantly.

. However there has been a sustained approach to tackling and reducing poverty for families and their children. This includes improving access to employment. There was a strong partnership approach to supporting those shielding and those who were unable to work due to COVID-19 isolation rules, leading to support grants, food aid and other services. The work we have been progressing through our community planning partnership has seen women and families supported with food, grants, clothing, and holiday activities amongst a more sustained review of how families are supported by partners.

Indicator 9

The percentage of children accessing funded early learning and childcare (ELC) provision continues to increase. Angus Council offers ELC placements through a range of models, working in partnership with schools, childminders, and private and voluntary providers. A small number of two-year-olds are also eligible to access a funded ELC place. Uptake of this offer has also increased in the past year. It should be noted that the uptake values stated are based on a comparison with the estimated population of three-and-four-year-olds in Angus. This data is drawn from National Records Scotland.

Indicator 10

It is difficult to establish exact comparisons due to restructuring of the Scottish Court Service (approximate areas are based on where the courts of the offenders' index convictions are located, including high courts. Therefore, some sheriff court boundaries include grouping more than one local authority area together, meaning that there are 25

groups of local authorities rather than all 32 being displayed separately). This makes it difficult to compare with our benchmarking authorities. However, Angus is reported as having a lower reconviction rate than Scotland 24.5 compared to 28.3 nationally and a lower average number of reconvictions 0.42 compared to 0.50. These figures also relate to 2018/19 so are pre pandemic.

Indicator 11

This indicator has been seriously impacted by the pandemic and inability for officers and/or Police Scotland to visit homeowners and properties in the same way they had previously. Most complaints relate to our housing tenants and noise complaints top that list. Now that we can enter households again, we would anticipate that we return to the previous high percentage of complaints resolved.

There have been several challenges affecting our citizens and communities during this period as COVID-19 continued to impact on work and social life and continued to affect the delivery of some council services. Key work to mitigate these challenges includes:

Education and Lifelong Learning

The Angus Education Plan 2021-22 focused improvement around three themes - Angus Learns, Angus Cares and Angus Improves. Each theme has priorities which are aligned to the national and local context. The education plan covers the period August 2021- June 2022. Service areas within Education and Lifelong Learning have dedicated service plans and every school has an annual School Improvement Plan (SIP). Progress with the 21-22 education plan priorities will be reported to Children and Learning Committee in September 2022. Updates include:

- In October 2021, information on trauma-informed practice in schools, collected via the care experienced progress in learning meetings, was collated in a report by the Principal Educational Psychologist and informed the structure of Progress in Learning meetings for session 2021-22.
- Educational Psychology Service (EPS) deliver training that encourages trauma-informed practice in schools. During 2021-22, 13 sessions were delivered to 197 participants on subjects including brain development, attachment, nurture, self-regulation, bereavement and developmental trauma.
- EPS also developed an e-learning module on supporting care experienced children and young people with bereavement, grief and loss, which was accessed by 108 Angus Council and HSCP (Health and Social Care Partnership) staff on Always Learning, and by carers and partners on TURAS, the NHS e-learning platform.
- EPS and our Additional Support Needs (ASN) service are represented on the Corporate Trauma-Informed working group, identifying the level of training required across the council workforce. In April 2022, EPS developed and submitted a proposal to the corporate group for the delivery of trauma-informed professional learning opportunities.

Early learning and Childcare

Angus Council schools reopened in April 2021 for all staff, children and young people to attend. Throughout the reporting period, the Education Support Service has worked with

colleagues across the council to respond to all relevant guidance and ensure the continued safe operation of our schools.

Primary and Secondary Education

All schools have reviewed their senior phase curriculum offer to ensure it best meets the needs of young people. As a result of a more varied course choice, including a wider range of SQA (Scottish Qualifications Authority) awards at level 5 and 6; National Progression Awards at level 5 and 6 and a range of foundation apprenticeships, young people can access bespoke learner pathways which support positive destinations into higher and further education, employment and volunteering. Current positive destination data shows that Angus outperforms its virtual comparator and national data in relation to this.

As part of this curriculum review process almost all schools have revised their curriculum rationales. This has supported a move to 7 subjects (previously 6 subjects) in S4. Schools report this is supporting progression in S5 and S6.

The work on senior phase curriculum is supported by strong and innovative partnerships with Dundee and Angus College. Approximately 800 young people accessed a course with the college last session. The college's ability and willingness to develop learner pathways to meet need and demand from our young people is a key element of our senior phase offer.

Our Developing the Young Workforce team is also supporting work on our senior phase offer. Increasingly labour market information is being used by schools when reviewing their curriculum. Strong relationships continue to be developed with local employers to support work placements and apprenticeships. Through the Young Persons Guarantee, the Angus Local Employability Partnership, is focusing on increasing opportunities for 16–19-year-olds. This has seen an increase in training offers including providing academies, in partnership with local employers and Dundee and Angus College, to provide young people with the skills to enter the workplace and sustain employment.

The Education Support Service has worked to allocate Scottish Government funding to remove core curriculum charges from all schools. This funding was provided as part of a wider commitment by the government to reduce financial barriers to participation. Funding has also been provided to remove charging for instrumental music tuition in schools. Members of the team are also working with partners across the council to support the application process for free transport for the Under 22s.

The Education Support Service has also worked with partners across the council and at Tayside Contracts to deliver the initial expansion to free school meals for primary school children. All children from P1-5 now have the option of accessing a free meal every school day. The team has also worked with colleagues in the Finance Service to establish processes to make cash payments in lieu of school meals during school holiday periods, for those eligible under financial criteria. Members of the team also participated in a 'Service Design' project looking at opportunities to increase uptake of free school meals in secondary schools. Outcomes of this project included revised communication plans, and

a commitment to prioritising the 'grab and go' meal offer for secondary schools, based on the feedback of young people.

Using Scottish Government funding, Angus Council and its partners launched the first 'Get into Summer' programme in June 2021. See a video about it here: [Get into Summer](#). The programme includes a varied programme of opportunities was available for children, young people and their families. Some provision was universal, with other opportunities targeted to meet specific needs for families and communities. Families had access to welfare rights information and advice, resulting in additional successful benefits payments, helping to reduce child poverty. Community engagement was improved by bringing many voluntary and community-based partners together and establishing new and lasting links and local businesses benefitted in a rise in turnover as a direct result of the additional investment in the local economy. Full details can be found in the [Angus Impact Report](#) online.

Speaking of the support made available, one parent said

"These trips allowed me to spend some quality time with my child. I would never have been able to afford to do this."

Case Study: Summer Childcare Pilots

Angus Council and The Wee Childcare Company worked together to provide funded holiday club spaces at Monikie Primary School and Abbey View Campus during the summer holidays of 2021. The service was offered to a total of 21 children from 11 families.

At Abbey View, the 16 children attending the service were given the opportunity to plan out their daily sessions together. Various activities that explored curricular areas, indoors and out, were on offer with a mix of adult-led and free play opportunities throughout the day. Children were offered a healthy morning breakfast upon arrival and a snack before leaving (which was provided by the service). The nurture food bank on site also offered food parcels to families making use of the holiday club service.

Increase Achievement and Attainment

In June 2021 pilot reviews were carried out in the ten primary schools with the highest number of care experienced learners, and interviews were held in August 2021 with a sample of parents/carers from those schools. Thematic analysis of data from these reviews was carried out and a working group was established to discuss emerging themes and plan further reviews. A report of findings and recommendations from the pilot was shared with corporate parents in March 2022.

A programme of progress in learning meetings which prioritise children and young people who are care experienced is now in place in all our schools. For session 2022-23 the programme is aligned with our tracking and monitoring and moderation processes.

The development of our 2-18 tracking and monitoring tool will enable more effective use of data and evaluation of interventions. During 2021-22 progress with the development of

this tool included an initial design for the early years database including identifying fields that will integrate with the primary database.

The primary element has been designed by, and for, Angus Council and incorporates fields to store attendance, attainment, achievement and personal data. This combined with the functionality that has been built into the system will enable tracking, monitoring, reporting and analysis of the data for all pupils to be achieved simply and efficiently.

Additional functionality will enable schools to tailor the system to the needs of their own school and provide tracking and monitoring information for their associated secondary school and the local authority. Initial teacher training, including the provision of an introductory user guide, has been carried out for 24 of the 51 primaries, the rest opting to receive their initial training in term one of 22-23.

Secondary schools focused on improving the design of the pupil tracking systems to maximise the variety of tracking and analysis functions available to them. New features built into the system this session provide double the number of fields available, categorisation of fields, additional pre-defined queries, and an interface to simplify the uploading of SQA data. Training was provided to all schools, including the provision of a user guide to support data tracking, monitoring and analysis.

The use of this tracking system will reduce duplication of work and unnecessary bureaucracy whilst the function allowing parental access means that reports may be viewed, reducing our carbon footprint.

Angus Schools for the Future

Following approval of funding from the Scottish Government's Learning Estate Investment Programme in December 2020, an initial non-statutory consultation investigating the opportunities for inclusion within the new Monifieth Learning Campus was completed in Spring 2021.

The initial consultation phase involved several key groups in addition to an open community consultation to create the outline design. [A consultation report](#) was considered and approved at Angus Council in June 2021. Work has been ongoing during the reporting period to develop the design for Monifieth Learning Campus, with engagement from school staff and young people.

The design of the building will enable the transition to net zero using ambitious energy targets. The design will focus on an efficient building fabric and achieve Passivhaus accreditation. In addition, the design will include options for future improvements/ upgrades the authority could consider enabling the building to achieve Net Zero emissions. This ambitious project will cost £55m and represents a significant investment by the council in the future of our children and young people.

In the existing school estate, our early recognition that ventilation would be key to re-opening schools allowed us to make use of Scottish Government Fund - Support

Ventilation in Schools to purchase CO2 monitors and be one of the first Councils in Scotland to have 100% of our learning spaces monitored for CO2 levels.

Angus Health and 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 for 2021 - 2022](#). The report concludes that AHSCP is making progress against the ambitions set out in its Strategic Commissioning Plan 2019 – 22. Some indicators have been impacted by COVID-19, particularly those related to hospital admissions. There are areas that require further work to be progressed to improve performance and work towards achieving the target or trajectory, in particular personal care provision. Improvement plans have been developed to address the areas of declining performance.

Child Poverty

The Child Poverty Local Action Report is now into its fourth year of publication and is a joint responsibility between Angus Council and NHS Tayside. These reports are underpinned with the views and data from local communities, and we are focussed on improving their engagement in this work. Full details of all actions taken during the period will be reported in the updated Child Poverty Local Action Report. For a flavour of the work alongside the Community Planning Partnership can be seen in this video: [Challenge Poverty Week 30 September 2021](#).

Supporting Families

Keeping siblings together and delivering The Promise has seen Angus be successful in a funding bid from the [Corra Foundation](#). We have started work on improving opportunities and environments for siblings to develop and sustain relationships. We have invested in practice improvement, and this includes the introduction this year of a quality improvement team for Children, Families and Justice. The team have delivered a practice improvement framework with a focus on improving relationships and keeping children safe and together with their families.

Welfare Rights

The Welfare Rights Team has continued to assist and support the people of Angus with all matters relating to benefits and debt advice. During the year 2021/22 the team dealt with 3,572 new enquiries and identified £4,646,237 in financial gains and entitlements for the citizens of Angus. The team collaborates with several other council/AHSCP services as well as working in partnership with many external organisations.

In addition to this, the online benefit calculator, available within the welfare rights area of the Angus Council website, has proved to be a useful tool for Angus citizens who prefer to self-help. During the year 2021/22 the calculator was used on 2,191 occasions and identified £10,981,888 in additional benefits that they may not have otherwise claimed. 875 of households using the calculator included children in the calculation.

The work carried out by the Welfare Rights team contributes significantly to the council priority to eliminate child poverty. During the last financial year, the team worked directly

with 453 households, which included children, with 723 enquiries and identified £947,048 in financial gains for those families.

The Welfare Rights Team collaborates with NHS Tayside in relation to ante-natal services, health visitor and family nurse practitioner teams to specifically target families with young children. During 2021/22 we helped 366 families through these referral pathways and identified £326,795 in financial entitlements. To date the Welfare Rights team have identified over £1m in financial gains for households since the start of this project in late 2019.

Towards the end of the year 2021/22 the Welfare Rights Team formed a new collaboration with Education and Lifelong Learning colleagues with a view to placing welfare rights advice at the heart of our schools. This is a test of change project with the aim of embedding Financial Wellbeing/Welfare Rights staff into the school setting. This project focuses on improving uptake of entitlements, providing debt advice, and helping families in immediate financial crisis. This project will run through to 2024.

Corporate Parenting - The Promise

The [Angus Promise Plan Getting It Right for Care Experienced Children, Young People, and their Families 2021 – 2024](#) was launched in September 2021 and there is commitment across the whole council and partnership to improve the lives of our young people. We have continued to progress workstreams through the year with a focus on promoting 'voice' and 'family' relationships. Enhancing connections between siblings was and remains a key priority for 2022.

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.

Supporting Community Learning and Development (CLD)

The CLD plan delivery started well in October 2021 with Angus Council's youth team being nominated as a finalist at the National Youth Work Awards for the Angus Expressive Arts Programme. 250 young people from across Angus were involved in this project at a critical time during the pandemic.

The Angus Power of Youth Awards highlights the support for the health and wellbeing of young people and demonstrates Angus Council's commitment to participatory budgeting and is part of the core youth work funding through the Vibrant Communities Team. It helps ensure that young people are directly involved in the decision-making process around youth work activity in Angus. The team worked with young people trained to assess applications against specific youth work criteria. This funding was oversubscribed, with 28 applications totaling over £190,00. More than £90,000 was awarded to 12 partner

organisations within Angus to deliver youth work activities in line with the CLD Plan. The outcomes will be detailed in the CLD annual report.

866 adults, 10 children and 1,077 young people were engaged in CLD activity in 2021/22 with 20 adults and 23 young people completing nationally recognised awards. 35 young people gained wider achievement awards. 122 adults and 144 children/young people were engaged in family learning.

Trading Standards has continued to issue call blocker devices to reduce scam and nuisance calls and prevent financial harm. In 2021 they dealt with 524 complaints and have undertaken projects to reduce harm and danger e.g., Tobacco and NVP to children, safety of craft items and peat in compost.

Place

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
- co-ordinate our place-based activity and investment through the development of the Angus Local Development Plan (known as the Angus Plan)

Angus is a mix of rural communities and urban centres which is challenging as both places require different solutions and resources. As noted in the BVAR:

'The council's environmental services play a key role in delivering the Council Plan Place priority. Waste management, as part of wider climate change, is a priority for the council'

Angus Council's Best Value Assurance Report 2022

The performance in waste and recycling is encouraging and credit must go to our citizens for maximising the curb side recycling offer which has been instrumental in delivering our number one position in Scotland. It also demonstrates the communities' interest in and commitment to making Angus a more sustainable and environmentally friendly county.

Key features of our place-based work include a focus on housing as this contributes to many of the council's priorities including reducing inequalities, reducing carbon emissions, and promoting well-being. The number of homeless presentations continue to be of concern in Angus. COVID-19 impacted on both building and repairs and continues to do so, with a significant increase in material and construction costs which will be monitored going forward. It is also noted that council's performance measures in some areas of housing needs to be further developed.

Table 4. Place Indicators

Council Plan Indicators	16/17	17/18	18/19	19/20	20/21	21/22	Target (21/22)	
1. Percentage of household waste that goes to recycling	56.7%	55.2%	54.7%	59.1%	57.9%	NA	58%	
2. Percentage of adults stating their neighbourhood is a good place to live	96%	94%	96%	94%	*NA	*NA	95%	
3. Percentage of households experiencing fuel poverty	NA	33%	20%	20%	22.0%	40% est. see Note	15%	
4. How clean are our streets [LEAMS (Local Environmental Audit and Management System) Street cleanliness score]	94.4	91.1	92.9	92.0	95.2	97	95	
5. Number of homeless presentations	745	747	707	661	484	502	565	
6. Percentage of council tenancies sustained for 12 months	87.1%	91.6%	84.8%	87.1%	88.5%	88.2%	91.5%	
7. Maintenance of our roads [Percentage of A, B, C class roads that are considered for maintenance]	Percentage of A class roads	21.6%	24%	26.5%	28.6%	26.3%	25%	33%
	Percentage of B class roads	33.3%	35.9%	37.4%	37.9%	37.3%	37.5%	40%
	Percentage of C class roads	27.7%	30.2%	31.5%	30.1%	27.9%	27.2%	32%
8. Number of affordable homes delivered	NA	88	128	92	141	159	120	
9. Percentage of adults satisfied with parks and open spaces	89.7%	87.7%	86.2%	87.2%	*NA	*NA	85%	

* NA – data is not yet available as Information from Scottish Household Survey is not available for local authorities in 2020/21 and is not yet available for 2021/22 due to COVID-19

Performance Updates

Indicator 1

Angus Council was the top performing local authority in Scotland for recycling in 2021. Of the 52,166 tonnes of household waste generated during 2020 in Angus, 30,226 tonnes were recycled, a massive 57.9%. This may be in part due to the seamless continuation of household collections throughout the pandemic, a remarkable achievement that did not go unappreciated by the residents of Angus.

Indicator 2

There is a consistent trend of people thinking their neighbourhood is a good place to live in Angus, albeit the survey was not undertaken by independent surveyors over the last two years due to Covid. It is anticipated that a further survey will be undertaken over the next year to determine if our target has been met. Clearly the rural nature of Angus will have an impact on how people experienced the lockdowns the country faced and may impact on the % satisfaction levels.

Indicator 3

The most recent data is not available for this indicator however an estimate of 40% of households are now faced with fuel poverty meaning they must spend at least 10% of their income meeting fuel costs. Clearly worldwide impacts on the costs of oil and gas has meant that fuel poverty has risen around the world. The impact in Angus is significant and continued efforts are being made to support families most impacted. We are improving the energy efficiency of our council housing stock by investing heavily in external insulation and photovoltaics so that we mitigate the worst effects of the energy crisis for our tenants, and we are supporting renewable energy developments off the Angus coastline.

Indicator 4

The target was exceeded for 20/21 and again in 21/22, but again this will be reflected in the pandemic and the reduced footfall on our streets. The independent survey by Zero Waste Scotland has highlighted discarded cigarette butts and some weed growth as being the key issues for Angus, however a review of bin placements together with an 'any bin will do' campaign is beginning to have a real impact on reducing littering and dog fouling.

Indicator 5

The number of homeless presentations continue to be of concern in Angus. While the numbers have decreased, there was a slight upward trend over the last six months. A review of homeless provision has been undertaken and this service is moving to the AH&SCP (Angus Health and Social Care Partnership) to lead to help the people and families most vulnerable to homelessness either through alcohol or drug use or mental health needs, albeit not exclusively these areas. The impact of the humanitarian need in relation to refugees has a bearing on the availability of properties available and work is ongoing to assess properties both within Angus Council and with the private sector to ensure that families can be supported.

Indicator 6

The target set has been missed over the last year, but the commitment to support people to maintain their tenancy remains. Evictions were suspended during the pandemic and provision to support people to manage their finance and debt has been put in place.

Indicator 7

All the targets set for class A, B and C roads have been missed as work was suspended during lockdown periods. However, the council has set aside additional resources in its 2022/23 budget to help tackle a backlog of issues.

Indicator 8

The number of affordable homes delivered has exceeded the target set with new homes becoming available in Montrose, Forfar, Monifieth, Friockheim and Arbroath over the last year. Improving Council housing stock has long been an ambition for Angus Council since the right to buy legislation was repealed and work alongside other housing association providers and developers has meant that a sustained increase has been able to be delivered.

Indicator 9

The data to establish the number of adults satisfied with their parks and open spaces has not been available for the past two years. Related council services have however continued over the reporting period, and it is anticipated previous positive data trends will continue once this information is available.

There have been several challenges affecting our citizens and communities during this period as COVID-19 continued to impact on work and social life and continued to affect the delivery of some council services. Key work to mitigate these challenges includes:

Recycling

The council continued to focus on improving recycling and delivering efficient and reliable waste and recycling services to households. This work led to Angus winning the Convention of Scottish Local Authorities (COSLA) 2022 Excellence Award for Service Innovation and Improvement in February 2022, for the introduction of a four-day working week for waste services. This made more efficient use of waste collection vehicles and teams and provided a better work-life balance for staff. Across Angus, customer satisfaction with refuse collection has remained strong at 80.7%, which is significantly above the Scottish average of 74.3%.

Carbon Reduction and Climate Change

Angus Council takes the climate emergency very seriously and published its [Sustainable Energy and Climate Action Plan](#) (SECAP) which was approved on 4 November 2021. 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. This work is embedded across the council as evidenced by this video: [Our Climate Story](#)

Angus Council annually reports its carbon emissions to the Scottish Government via the mandatory [Public Bodies Climate Change Duties Report](#). Since the base year of 2012/13,

Angus Council has reduced its carbon emissions by 55%. We will set new interim targets leading up to the 2045 'net zero' carbon emissions target and produce a Net Zero action plan.

We have stopped installing carbon-based heating systems in our new-build council housing and are continuing our programme to improve the energy efficiency of our existing council homes, investing between £6 million and £10 million annually to achieve zero carbon by 2045.

Active Travel, Roads, and Transportation

Implementation of the objectives and actions from our [Active Travel Strategy and Action Plan](#) approved by committee in February 2020 is underway. This work is done in partnership as part of the Regional Electric Vehicle Strategy published by Tactran.

The Angus Transport Network has met quarterly throughout this reporting period supporting key issues and providing essential input into the Regional Transport Strategy. Input from businesses, partners and our local charities has been essential.

The condition of the area's roads has decreased over this reporting period because of a decision to reduce spending on roads to support investment in other competing priorities. This is acknowledged as part of the increasingly difficult choices that the council must make to balance budgets. However, additional resources have been identified in the 2022/23 budget to ensure that roads are maintained to the best standard possible with the funding available.

Arbroath Places for Everyone

In July 2019, the Scottish Government awarded funding under the Sustrans Places for Everyone programme to realign the dual carriageway in Arbroath. Consultants, Arcadis, were appointed to progress the project which aims to improve pedestrian and cycling provision, make better use of green spaces and develop links from the railway and bus station to the town centre. Opportunities for community participation planned throughout 2021 were limited in the main to online engagement due to COVID-19 restrictions. However, two public drop-in events did take place at the Abbeygate Centre on 26 & 27 October 2021. Angus Council confirmed its support for this exciting and ambitious scheme and community consultation regarding the detailed proposals continues. You can see a video here: [Arbroath Places for Everyone](#)

Flood Risk Management

Work on the £14m Arbroath Flood Prevention Scheme is underway. Despite the challenges of delivering the national priority project during the COVID-19 pandemic, work has pressed on and is nearing completion at Hercules Den, St Vigeans and Brothock Meadows. 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.

Coastal Management

The [Angus Shoreline Management Plan 2](#) and the [Tay Estuary and Montrose Basin Flood Risk Management Plan](#) have been developed to address risks associated with erosion and flooding.

Delivery of High-Quality Housing

We have continued to deliver high-quality housing through our Housing Revenue Account (HRA) Capital Programme to provide a variety of homes that our citizens need, and that will help our economy to grow. The £86 million identified for investment in the council's housing stock over the next five years is underway, building well designed new homes, and improving our existing homes to make them more energy efficient on the way to them being zero carbon by 2045. This will also help reduce child poverty and improve health and wellbeing in many of the areas of greatest need. We completed new housing projects in Arbroath and Montrose and have progressed well in the development of projects in Monifieth, Carnoustie, Letham and Edzell.

We are making good progress in delivering on the three main objectives in our Local [Housing Strategy](#): increasing the supply of housing, giving everyone equal access to that stock and improving the quality and energy efficiency of the housing stock we have.

Homelessness presentations have increased marginally to 502 in 2021/22, following a significant decrease in the previous year - 484 in 2020/21 from 661 in 2019/20. Despite that marginal increase in 2021/22, the overall downward movement links to the increase in affordable homes delivered as in 2019/20 we hit our 120 affordable homes target. In February 2022, a further two former school sites in Arbroath and Forfar were approved for re-purposing as social housing. It is anticipated this will support improvement going forward.

COVID-19 did present significant issues for completing housing repairs first time and empty property re-let times have also increased, in line with the private sector of property owners. This was exacerbated by one of its key contractors withdrawing from two responsive repair contracts.

Rent arrears performance has also declined as rates of poverty have increased and recovery actions were suspended and amended during the pandemic. This has resulted in Angus being in the bottom quartile of the LGBF for repairs and in recovering arrears.

We fully recognise the need to balance arrears recovery against the impact of eviction, which may in turn lead to a greater demand on homelessness services and have met with Scottish Housing Regulator regarding performance issues in October 2021 to give assurance about delivery of its homelessness service during the pandemic.

It should be noted that while 2021/22 data from Scottish House Condition Survey is not available, we estimate that around 40% of households are currently in fuel poverty, i.e., spending more than 10% of household income on fuel. This estimate is based on historic income data and recent energy price rises which also impact rent arrears.

The Angus Plan

Despite the delay on various legislation and guidance from the Scottish Government being adopted to fully implement the new Planning System under the Planning (Scotland) Act 2019, preparatory work for the new style Local Development Plan, in particular the evidence report has been undertaken. Good progress has been made on critical background information, surveys, studies and audits to inform the evidence report, such as a capacity study, infrastructure audit, brownfield land audit to name a few. The completion of these studies and drafting of the evidence report is entirely dependent on the implementation of the rest of the regulations and guidance from Scottish Government and on National Planning Framework 4 gaining Royal Assent, which is likely to be by the end of 2023 in a best-case scenario.

Community Empowerment & Participatory Budgeting

The delivery of our Participatory Budgeting process was delayed due to COVID-19, with £200,000 of the 2019/20 budget being distributed successfully in 2021 to 60 groups. Our BVAR noted that to date, we have focused on small grant schemes, with the most recent exercise in late 2021 making a total of £260,000 available across four localities. While acknowledging good engagement with this scheme, and the total value of bids was £640,000; it stipulated that the council must go further with regards to 'mainstreaming' participatory budgeting to ensure that the public has greater influence over the council's core spending decisions.

212 community groups received capacity building support; 12,822 adults and young people took part in influence and engagement activity and 1,722 adults and young people were reached and engaged through one off events.

We are now changing our approach to Participatory Budgeting, moving from small grant activity to the statutory 1% mainstream programme, which we will develop and deliver in 2022. We will work to ensure that the principles set out in National Planning Framework 4 are central to council activity.

The Anti-Social Behaviour (Scotland) Act 2004

To adhere to the act, work has been done to reduce anti-social behaviour in Angus. The new [Anti-social Behaviour Strategy](#), produced and agreed with Community Planning Partners including Police Scotland, was approved in January 2022. We are now working with partners to implement this strategy.

Environmental Health

The Scottish Food Enforcement Liaison Committee convened a group to design a Local Authority Food Law Intervention Recovery programme following COVID-19 restrictions and flexibilities granted around compliance. A national approach to re-start Food Law enforcement was formulated and Angus Council quickly worked towards a restart by using the prescribed approach which included a resource calculation methodology. The Food and Safety section of ECP were amongst the first authorities in Scotland to complete this process ensuring that citizens of Angus can be confident that food bought and manufactured in the area is safe to eat.

Officers have taken 102 samples from private water supplies to ensure people are safe and taken 275 food monitoring samples from businesses. They have also investigated 46 serious work-related accidents. They have dealt with 1063 food and service complaints with a view to improving quality of provision.

Case Study – Award Success for Four Day Working Week in Waste Services

The pace of change for Angus Council employees is fast as we constantly seek new ways to become more efficient while continuing to deliver first-class services. A great example of how the Council is creating more flexible and innovative opportunities has been seen in the new 4-day working week shift pattern within Environmental Services. This is a frontline service focusing on emptying bins, dealing with litter, and recycling.

The new way of working has led to increased productivity, improved service performance, enhanced wellbeing of staff and has delivered significant financial savings.

The more radical approach to working hours was developed through consultation with staff and trade unions after an original proposal to introduce shift working, with an element of either late evening or weekend working, was strongly objected to. The project is aligned with the wider Scottish Government commitment to consider the benefits and feasibility of a general shift to a four-day working week and provides a case study on how it can be implemented effectively in a frontline operational setting.



While this work started in 2019 the development and implementation has been an ongoing journey and in 2022 Environmental Services were delighted to receive the COSLA (Convention of Scottish Local Authorities) Excellence Award in the category 'Service Innovation and Improvement' (sponsored by Food Standards Scotland) for the project Four Day Working Week for Waste Services.

Unlike many other groups of council employees, our frontline waste workers do not benefit from flexible working schemes where they can vary their start and finish times and accumulate working time that they can take as flexi leave later. A three-day weekend therefore helps to rebalance the disparity and provides a more appealing work style for staff.

The initiative is very topical given the Scottish Government announcement in September 2021 that they were at the initial stages of designing a £10 million pilot to assist participating businesses run trials to explore the benefits and costs of moving to a four-day working week. This follows similar successful trials in other countries such as New Zealand and Iceland.

The focus has been on 'white collar' jobs and the use of modern technology to facilitate a shift to four-day working. The Angus Council example provides a case study on how it can also be possible to transition to a four-day working week in a more operational setting and highlights all the benefits that can be realised.

Our Council

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

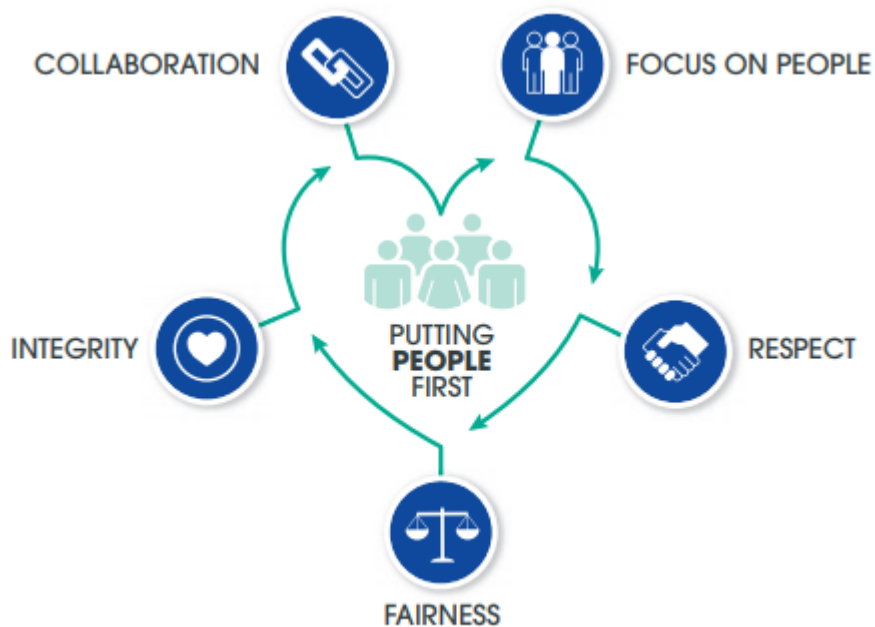


Table 5. Our Council Indicators

Council Plan Indicators		16/17	17/18	18/19	19/20	20/21	21/22	Target (21/22)
1. Equalities and diversity – our gender pay gap as a percentage of the workforce		-.40%	0.7%	-1.6%	-0.8%	-2.1%	-1.8%	0%
2. Reducing the number of council buildings (Number of council buildings as a percentage of the number of council buildings in 2005)		83.6	80	75.9	73.8	74.4	71.8	65
3. Access to our website [Readability figures for website]		NA	NA	62.30%	NA	96.7%	NA	100%
4. No. of ACCESSLine enquiries		1,125	1,710	3,798	4,879	2,407	4,072 as of Feb 22	900
5. Number of social media followers/engagement rates with Angus Council		NA	NA	NA	4,209,721	5,169,852	10,208,500	5,000,000
6. Health and safety – a reduction in the number of reported accidents/incidents		NA	NA	NA	571	319	395	0
7. Access to digital services via Digital Certainty Index		NA	NA	81.2%	93.5%	85.6%	91%	100%
8. Number of fraud investigations and levels recovered in £'s	No. of fraud Investigations	NA	NA	147	357	325	595	420
	£ recovered due to fraud investigations	NA	NA	£108,428	£151,587	£66,357	£137,123	£120,000
9. Percentage of our Change Programme savings targets we have achieved		NA	NA	93.5%	97.6%	94.9%	86%	100%

- NA – Data not yet available

Performance Updates

Angus Council employs a high proportion of people who live in Angus, they are our neighbours, friends and family. This section outlines the wide range of activity led by the council to deliver on our purpose and vision to make Angus a great place to live, work and visit: -

Indicator 1

Angus Council offers equal opportunities to all. The balance of the gender pay gap has shifted in favour of women over recent years but has stabilised in 2021/22 to hit the target of 0 (50/50 balance).

Indicator 2

We have been steadily reducing the council's footprint of buildings aligned to our agile programme and there are plans in place to reduce these further over time. Some of the property has been sold, some transferred to community ownership, and some rented out to the private sector. This balanced approach ensures that Angus Council obtains the best value when divesting assets.

Indicator 3

www.angus.gov.uk is Angus Council's key platform for accessing information from the council, be it information around elected members, committees or services. In 2021 there were 2,961,869 visits to the council website, an increase of 30% from 2020. The average number of pages viewed per visit fell from three in 2020 to two in 2021. This fall can in part be attributed to improvements to site search and navigation. These improvements have enabled users to find the information they need more quickly and easily, without having to navigate their way through multiple pages.

It is also a portal for many digital processes by which citizens can 'self-serve' 24/7/365. It is therefore essential that the website is as accessible as possible, both in visual presentation (high contrast, sans serif fonts) and content (simple language, no jargon). Given the size and frequency of the website, keeping all content accessible, achieving 100% target will remain challenging.

Indicator 4

The number of ACCESSLine enquiries consistently breaches the target set. The target is low because when services are delivered well, issues dealt with promptly and resolved first time, there should be fewer reasons to call. A low target also indicates a successful transition to becoming a more digitally accessible organisation with easy access to services digitally (see point above). Further efforts are now needed to drive down figures by increasing the number of digital services for people to access.

Indicator 5

The engagement rates with Angus Council's social media grew rapidly at the start of the pandemic as citizens came to the council for vital information on service delivery, such as school closures, the creation of childcare hubs, testing protocols, grants, support payments, shielding advice testing venues and then the vaccination programme. Similarly, the storms of November 2021 and February 2022 saw a huge peak in traffic as once more people turned to the council's social media feeds for real time, trusted and

valuable information. The degree to which the target has been exceeded clearly demonstrates that the council's social media feeds are a vital tool in communicating with citizens and they know where to turn when they need help and advice. This target is currently being reviewed.

Indicator 6

We have seen an increase in the number of health and safety incidents reported. However, this is due to the introduction of a new reporting system and training for staff as to how incidents should be recorded. While the rise in incidents is not the trend we would like to see, the improved reporting is essential to get to a more realistic baseline position and can also support learning which will prevent more serious incidents from occurring.

Indicator 7

The Digital Certainty Index (DCI) measures the quality and potential impact of our website's digital presence, including its accessibility and usability, its credibility and trustworthiness, and how well it can be found by search engines. The number represents levels of accessibility, quality assurance, and search engine optimisation (SEO).

Indicator 8

Although the target has been exceeded, in this instance this is a negative position as more fraud has been found to have occurred. However, our detection rates are impressive and ensures that we are recovering not just cash, but also property. The fact that millions of pounds of additional COVID-19 grants being processed on behalf of Scottish Government has not resulted in an even higher figure, gives assurance that funds were directed to the right people and businesses in the right way.

Indicator 9

COVID-19 impacted most services provided by Angus Council and our change programme is no exception. With the focus on delivering emergency services, the resources available to deliver the programme was reduced and as a result the level of savings achieved were lower than previous years' results. A full review of the programme was undertaken towards the later part of 2021 and early 2022. A revised programme was then agreed by members when the budget was set in March 2022. This work continues at pace to bridge the significant financial gap now faced by Angus Council.

Community Engagement/Digital Service/Customer Service Satisfaction

During this reporting period the organisation and planning for the May 2022 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.

We have accelerated our digital programme and have added significantly to the "Report It" functions available online. This work has been citizen-led, for example, we engaged with looked after children to share their views on accessing the services they need.

Collaboration & Partnerships

Following withdrawal of EU funding programmes following BREXIT and the conclusion of LEADER and Fisheries funding programmes, Angus [Community Led Local Development](#) work was progressed over the year to build on the legacy of the highly successful rural development programmes and develop a governance model which allows a new group in rural Angus to administer and apply for funding.

Local people are now in the process of establishing a charitable organisation to distribute new Scottish Government funding that will be available. Local communities have a greater awareness of the mechanisms for engagement and a stronger voice in Angus and this aligns with our ambitions to implement the Community Empowerment Act in Angus. Work has also been undertaken over the year to close off the final LEADER projects and ensure that the £2,068,688 allocation has been delivered appropriately. All files have been uploaded to the Scottish Government's digital system to ensure a robust audit trail.

Further Community Development work is underway to build strong community resilience, and following a community resilience webinar in January, a community resilience forum has formed with representatives from each area. The strength of the Community Development work can be seen in the level of robust applications to the Village and Community-led town hall fund, which was planned, assessed, and distributed in March. Work is ongoing to strengthen the support for groups looking to take on assets and ambitious community-owned projects; the next round of the Place-Based Investment programme will catalyse further development in the next six months.

As part of the COVID-19 response, Angus Council and our partners implemented the Test and Protect programme, community testing and supported the provision of three vaccination centres in Angus.

More Timely and Targeted Support

A key piece of work during this reporting period was the initial steps of commissioning Ignite Consultancy to work with teams on four Service Design pilots; these included focuses on Free School Meals, ACCESSLine, Service Provision and engagement with local people. The results of these projects will help inform future service delivery and has changed the way the council and partners embark on the creation and review of services for local people.

In July 2021, we established a new stand-alone team called Vibrant Communities and appointed a new temporary Service Leader to develop our place-based approach and improve our community engagement with a view to providing more targeted support based on need and aspirations of our communities. We have reviewed our services and performance and will be restructuring our service as a result to better meet that need.

Strategic Commissioning

Priorities over the year have included working closely with our partners and respective council services throughout our recovery from the pandemic as each have been

impacted to various degrees. Partnership working has proven essential during the height of the pandemic, and we continue to focus on this.

- **ANGUSalive**

The council continues to actively support and work with ANGUSalive as they transform their service delivery to meet the needs of our communities following the pandemic. In collaboration with ANGUSalive and various partners we have continued to focus on opportunities around the future model of service delivery including themes such as customer services, use of estate, health and wellbeing and schools/young people offerings. One exciting area of work identified that has now commenced between the council, ANGUSalive and the Angus Health and Social Care Partnership is to investigate and develop health and wellbeing offerings focused on preventative and rehabilitation activities. Over the year we have worked closely with ANGUSalive to ensure they can remain a 'going concern' and reopen services in line with national guidance. Reports are available for each meeting of Angus Council providing further detail.

- **Tayside Contracts**

Tayside Contracts are a unique joint local trading organisation shared with Dundee City Council and Perth & Kinross Council. The breadth of services they deliver on behalf of the council includes roads maintenance, cleaning, fleet maintenance and school functions such as janitorial, school crossing, cleaning and catering which they are actively managing to meet future demand. Many of these services have had to be stepped up in response to the pandemic and excellent collaboration has meant that our schools have continued to operate with increased levels of cleaning and precautionary measures being delivered.

Commercialisation

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 was retendered - reducing the number of lots from 15 to four. 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. See Delivery of High-Quality Housing above.

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

Our Agile Working and Accommodation Strategy which aimed to create a sustainable property estate, improve service delivery and improve our organisational effectiveness through the successful adoption of agile working practices and workplace design has continued to progress. Since then, we have successfully rationalised our property estate by vacating and disposing of 20 buildings and reduced our carbon footprint from buildings by over 300 tonnes of CO₂ per Annum. To date the strategy has delivered £2.77 million p.a. of revenue savings towards a target of £3.3 million p.a. Of these savings we have an annual income from rental properties of over £140k p.a., and we have also generated £1.2 million of capital receipts with more to come.

Angus Council was well placed to transition to homeworking as significant numbers of staff were already enabled to work from home. As a result of this broadly successful transition to homeworking by staff during the COVID-19 pandemic, the council's Agile programme has been revised, going further than originally planned. This has been achieved through staff engagement and development of IT products with additional training. This means fewer buildings, lower carbon emissions from building and business travel and lower rates.

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 49%. Since the previous report on period 2020/21, there was a further 8.8% reduction in carbon emissions from buildings. Street lighting continues to make significant strides with carbon emissions now down by 82% since 2010/11.

Decarbonising our Environment (LED Lighting) has delivered lighting with a longer life span and greater energy efficiency than traditional lighting. This three-year programme has generated total savings of £205k for a limited investment of £45k.

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 have been to incorporate our values into the PDR review process for discussion and to raise awareness of council priorities. 360-degree PDRs are also now available, giving multiple partners the opportunity to feedback and allow individuals to reflect on their performance from a wider perspective.

The Change Programme

As stated in our BVAR:

“[Angus Council] has reshaped services and made good progress in delivering financial savings through its Change Programme. This has involved making difficult decisions to focus resources on priority areas. The council is demonstrating continuous improvement in delivering priority services.”

In March 2021, an updated Finance & Change Plan formed part of the suite of budget reports being reported to committee and for the first year, the plan included a Change Strategy - Our Approach to Change 2021/22 - 2023/24. This highlighted that improving the council's efficiency has been a large part of our focus to bridge the funding gaps faced into the future.

During 2021-22, the savings target was not met, due to delays in projects commencing because of the pandemic or staff having other priorities to cover COVID related work or recovery functions. Projects totalling £726k were not completed and have been realigned into later years or updated projects.

The table below shows the savings for the last three years of the Change Programme but it should be noted that over the past 10 years, £78.1m of savings have been achieved across the whole council.

Table 6. Change Fund Savings

Year	Savings	% Of Target
2021 – 22	£4,407,000	85.9%
2020 – 21	£8,577,214	95.0%
2019 - 20	£9,974,711	97.6%

During 2021-22, 83.9% of the savings were met from our partners improvement programmes, reinforcing the requirement for close collaboration with our key partners to ensure our priorities are aligned. The other projects that were completed included –

- Further Agile/Estate review savings
- Review of business efficiency processes, including mail administration
- Reduction in staff travel costs and more efficient use of electric vehicles
- Review of learning and development budget
- Increased income from properties and chargeable fees

Case Study – Social Work Traineeship

A key piece of work in terms of workforce planning has been supporting newly qualified social workers into suitable vacancies across our organisation: in Children & Families, Justice Services, and Angus Health & Social Care Partnership without the time delay and cost of external recruitment processes. The other benefit is our retention rate for our 'grow our own' social workers – we have retained all our trainees beyond the contract commitment of three years, which is incredible given the pace of change and transformation across Public Sector organisations.



Many of our former trainees are now in promoted posts across Angus Council as senior practitioners, practice educators, and mental health officers, and show a genuine commitment to lifelong learning – and supporting the learning of others. The traineeship career pathway has been a long-term investment that has paid dividends for individual staff whom we have sponsored by creating a new post as Trainee Social Worker. Staff have appreciated the

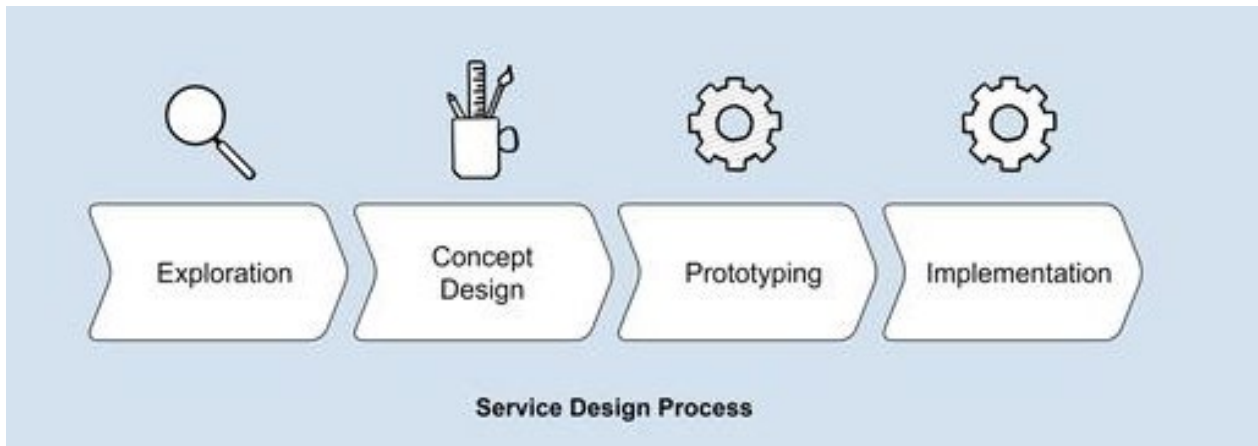
opportunity to qualify as Social Workers and are loyal, remaining with us as their employer. Thus, the organisation benefits with higher-than-average retention rates and excellent practitioners starting their career as newly qualified social workers with significant statutory experience, knowledge and skills.

The programme has been developed since 2008 in partnership with The Open University, to grow and develop our own social workers. This has been a hugely successful workforce strategy enabling our experienced support workers/social care officers to remain in paid employment whilst studying for their social work degree and at a pace that suits both employer and staff. We have had an excellent success rate over the last decade as all our trainees have achieved their professional social work qualification – BA (Hons) Social Work (Scotland) from The Open University – and we were able to match the Newly Qualified Social Workers to:

- Develop a career pathway for existing staff
- Widen access and support a diverse and inclusive workforce
- Nurture your talent pool of skilled and experienced social care staff
- Reduce recruitment costs and those associated with hiring agency staff
- Foster workforce morale as pressure on services are reduced and staff increasingly feel valued
- Improve retention as staff loyalty is enhanced
- Promote a lifelong learning culture
- Developing our workforce in the current climate with the additional challenge of an ageing population is crucial to ensure services are delivered to local people.

To support the development of this plan, the council and its partners agreed to use a novel approach to creating and improving services for local people called Service Design. This is the activity of planning and arranging people, infrastructure, communication and material components of a service to improve its quality, and the interaction between the service provider and its users.

Several pilots were identified using the following stages which will create an evidence-based approach to planning services of the future. This will be complemented by the recently published Best Value Assurance Report and recommendations within it.



The Council Plan will cover a three-year period to enable long term planning and significant projects to be developed. The performance against this plan will continue to be reported on annually.

Best Value Assurance Report

The Best Value Assurance Report and the preparation for it has proved extremely valuable for the assessment of the council's performance and is quoted extensively throughout this report. The key findings of the report are:

1. The council has demonstrated a good pace of improvement since the last Best Value report in 2016. It has reshaped services and is an organisation that is focused on its priorities, working well with partners and keen to learn from good practice.
2. The council and its partners have a clear vision for Angus. There is strong partnership working and collaboration. Partners across Angus Council worked well together to deliver services to those most in need during the COVID-19 pandemic. The council is looking to learn from others how to engage effectively with communities on the service redesign required.
3. The pandemic has increased existing inequalities, hitting the most disadvantaged groups hardest. Reducing inequality is a priority for the council and it is engaged in a range of local projects to provide support and increase opportunities for its most disadvantaged citizens.
4. The leader of the council and chief executive provide effective leadership. Officers and members have constructive working relationships. Effective arrangements are in place to support decision making and public scrutiny. Elected members have worked together to make difficult decisions to deliver financial sustainability.
5. Angus Council has effective financial management and medium-term financial planning but has yet to fully develop its long-term financial plan. The council has delivered significant financial savings in recent years through its Change Programme, including comprehensive service reviews. Now increasing financial pressures mean even more radical change is required to the range and scale of services and how they are delivered.

6. Annual performance reports are used to inform elected members and the public of progress against council priorities. These reports are improving year on year, but performance reporting needs to be more frequent to help drive improvement. Clearer links between performance data and the impact of improvement actions is also necessary.
7. Progress in embedding a council-wide performance management framework to drive improvement activity has been slow. COVID-19 disrupted progress. Further change is needed if the council is to realise its ambition to be a performance-led council.
8. The council's performance has improved or been maintained across three of the four key priority areas within its Council Plan. But in its priority area of the local economy, where many indicators do not have performance information available, there were already challenging performance issues before March 2020.
9. The Local Government Benchmarking Framework indicators for 2021/22 show a mixed picture, with good performance in areas such as waste management alongside the need for improvement in the key area of housing. The proportion of indicators in the top quartile is the highest since 2016/17.
10. Across the majority of areas, the people of Angus are more satisfied with their council services than the Scottish average.
11. 11 The Angus Health and Social Care Partnership is a key partner for the delivery of health and social care services. Good progress has been made in shifting care from hospitals to community and home-based care settings, but changes in the demand for care and recruitment challenges are resulting in unmet need. New models of service delivery are being introduced, but further change is needed to ensure services remain financially sustainable.

We acknowledge and accept the report and thank the auditors for their time. The full report can be accessed via this link: [Best Value Assurance Report: Angus Council](#) along with a [video](#) and [animation](#).

Recovery Plans Post COVID-19

During the COVID-9 pandemic, Angus Council was at the heart of the response within our communities. The council continued to deliver essential services through staff home working, using digital and telephone services. School provision continued during lockdown, including creating hubs for vulnerable children and children of key workers.

Household waste collections and burials continued, as did planning and building warrant services, facilitated by additional digital processes which were rapidly introduced. Many other frontline council services moved to emergency service delivery only for short periods of time while processes were adjusted. Staff volunteered to be redeployed to ensure services continued. The council's emergency centre continues to operate in support of the recovery and reset of council services, the Angus economy, and our citizens.

The impact of the pandemic on communities has been and continues to be very significant. A recovery and renewal plan is in place, aligned with the Council Plan and ongoing delivery of priorities. There is collaboration between the Community Planning Partnership and Resilience Partnership to ensure integration across all partners.

Following COVID-9, the council has revised our priorities to ensure the best to support our people and businesses in Angus. We have reflected on our response to COVID-19 and continue to build on the positive aspects that emerged, such as strong partnerships, rapid pace of change and adapting ways of working to better support our citizens and staff.

As we transition into recovery from COVID-19, services are focusing on the greatest areas of need. The council has fostered and encouraged a coordinated approach in delivering services, working with partners such as Tayside Local Resilience Partnership, Community Planning Partnerships, voluntary arms-length organisations, such as VAA (Voluntary Action Angus), Angus Health and Social Care Partnership and ANGUSalive. Below provides some examples where the council has made a positive difference in our communities.

Business and Economy

Angus Council managed various Scottish Government COVID-19 grants to support the economy, people and place during the pandemic. Most of these grants were for a set purpose with specific requirements in place. Around £18,000,000 was distributed in grants to businesses throughout Angus to combat the effects of the COVID 19 pandemic. This included:

- omicron impacts grants
- the Strategic Framework Business Fund
- Care Home Payments
- Scottish Child Payments

Officers continue to support businesses during the transition to recovery with new schemes, such as the 'Town Centres Economic Growth - Support for Local Economic Recovery' project. This project will be delivered with £400,000 from the 'Local Authority COVID Economic Recovery Fund', flexible funding provided by the Scottish Government to support local economic recovery and cost of living impacts on low-income households during 2021-22 and 2022-23. The project will involve commissioning specialist 1-1 business support offering expert advice to help town centre businesses maintain their longer-term sustainability. This is combined with a small grant scheme to assist business support recommendations and capacity-building support to assist business collaboration and to encourage delivery of town centre initiatives.

Angus Council also received several Scottish Government grants in relation to COVID-19, that were offered with a degree of flexibility and discretion on how their core purposes could be delivered. Examples of these funds include:

- £359,000 funding to Address Future Need to Support Individuals at Financial Risk
- £653,000 Flexible Fund to Support People Impacted by Protection Level Restrictions
- £485,000 Winter Flexible funding to support households experiencing financial insecurity.

A grants subgroup of officers has supported the assessment and allocation of this funding. In addition, an assessment panel was created to provide a fair and representative input in assessing applications and to ensure projects were in line with objectives of the Scottish Government Strategic Framework and the Angus Council Plan.

Angus Council took a collaborative approach and worked closely with internal and external partners to establish where the needs were across the community, what action could be taken by support organisations and services and how we would deliver.

Funding was also distributed where appropriate to community/voluntary/ charitable groups to support delivery where their work was impacted significantly because of COVID-19, the criteria being to support:

- An 'existing need' that was known to exist prior to COVID-19, but there is additionality as a direct result of COVID-19
- COVID-19 Response
- COVID-19 Recovery
- Working in Partnership

People

Teams from across the council have supported people and families in Angus through:

- Maintaining face to face support and services for families and individuals most in need of support throughout the pandemic
- Providing additional direct financial assistance to families in need through engagement with our Welfare Rights and other services
- delivery of new and enhanced services such as the Local Self-Isolation Assistance which offered support for individuals who tested positive for COVID-19, and their close contacts to self-isolate
- distribution of funding on behalf of the Scottish Government, such as Thank You Payments for health and social care employees, and Pandemic Support Payments for school-age children and young people from low-income households
- delivery of the summer programme for children and young people, in partnership with public and third sector partners, offering activities to improve the wellbeing of children and young people through new and enhanced holiday activities and experiences, integrating food and wider family support where needed, and targeted support and services for low-income families and children and young people particularly adversely affected by the impacts of the pandemic.

Further local authority COVID-19 economic recovery funding has been committed to supporting low-income households with increased cost-of-living impacts. Funding will be directed towards enhanced provision services and financial assistance to help with living costs including clothing, household essentials, food, fuel, and transport costs.

Adult Learners

One area that has required additional attention is the support given to adult learners. As a result of challenges faced during the pandemic and fears about increased living costs, there is a general feeling of operating in a 'crisis mode.' As restrictions have been lifted, adult learners have started to present with a range of issues that require immediate

action, often out of the normal scope of adult learning. These issues include financial crises, worsening of existing mental health problems, unemployment, and children's learning. This has resulted in adult learning time being impacted by staff being required to respond to these issues.

Funding was accessed to assist in the response through the Scottish Government Community-Based Adult Learning Recovery Fund. Additionally, £80,000 from the Parental Employability Support Fund was approved to employ staff to deliver the support required.

Working with adults

Services continue to be significantly impacted by COVID-19 in a range of ways including staff availability and wellbeing, additional operational requirements to comply with ongoing guidance for settings. The enhanced professional oversight arrangements stepped up in the initial stages of the pandemic have continued into the recovery stage. Close working with partner providers and responsive multi-agency support have been in place to ensure that critical services to the most vulnerable citizens have been maintained.

Angus Health and Social Care Partnership (AHSCP)

The partnership's first COVID-19 recovery plan was approved by the Integration Joint Board (IJB) in August 2020. This was further updated in early 2021 when the Scottish Government requested that all NHS Boards, Local Authorities and IJBs (Integration Joint Board) submit re-mobilisation plans (also known as recovery plans) for the period until 31 March 2022. The re-mobilisation plan approved by the IJB in February 2021 has supported the Partnership to maintain resilient health and social care service provision during 2021/22, including in the context of further surges in infection rates, as well as lead and contribute to a range of recovery focused activity.

For 2022/23, there is no requirement placed on NHS Boards, Local Authorities or Independent Joint Boards by the Scottish Government to continue to maintain specific COVID-19 re-mobilisation plans. Public sector bodies are instead returning to mainstream planning arrangements and cycles, incorporating any further specific re-mobilisation actions within this approach. It was agreed by the IJB at its April 2022 meeting that the Partnership should no longer maintain a separate COVID-19 re-mobilisation plan and that any remaining specific remobilization actions be incorporated within either the Partnership's Strategic and Commissioning Plan, or in individual service plans.

Throughout 2022, the AH&SCP has continued to provide a pandemic response, particularly during periods of surge in infection rates, whilst consolidating adaptations to services and practice to become mainstream, long-term models of service provision.

The enduring nature of the pandemic and vaccination programme has meant that recovery activity in many aspects of the partnership's work has been focused on establishing a 'new normal' across integrated health and social care services and supports, rather than returning to pre-pandemic ways of working. This is reflected in the status updates provided against actions within the [Re-mobilisation](#)

[Implementation Plan](#), with most actions either having been completed or being ongoing aspects of what have become embedded as mainstream ways of working.

These will now be incorporated into the work on developing the new Strategic Commissioning Plan throughout the late summer and autumn of 2022. The 2021/22 Annual Performance Report for the Partnership provides a fuller overview of key developments during 2021/22 and the impact they have had on people who use health and social care services, unpaid carers and the workforce. This Report was approved by the Angus IJB at its June 2022 meeting.

Education Delivery and Recovery

Details of Education recovery is outlined in the annual [Education Plan for 2021/22](#).

Our priorities for session 2021-22 were organised under the themes of Angus Cares, Angus Learns and Angus Improves. The key areas of focus for the directorate were to:

- Support and improve the health and wellbeing of our children, young people, families and staff.
- Ensure every child and young person is supported to progress in their learning and close the attainment gap between the most and least disadvantaged.
- Ensure that all our children and young people attend school full-time safely.
- Improve attainment in literacy and numeracy.
- Improve employability skills and have sustained, positive school - leaver destinations for all young people.
- Delivery of Scottish Government – National Digital Strategy including provision of 1:1 device

The central support services team has also taken forward operational actions over the past year including:

- Rolling out free school meals to all P4s and P5s.
- Continuing work to digitise key processes and improve the customer experience.
- Developing strategies to improve school meal uptake.
- Focusing on embedding a 'Performance Led' approach in the team.
- Members of the team have worked with colleagues across the council, Tayside Health Protection, Tayside Contracts and trade unions to develop guidance, protocols and risk assessments for safe operations. Grants provided by Scottish Government have been used to fund interventions for hygiene and ventilation, as required.

Agile Estate Review

At the first lockdown, our Agile working practices enabled many staff to immediately adopt home working and enabled us to be one of the first councils to hold committee meetings virtually.

During the pandemic we engaged with our staff to shape our future working practices in a bid to recover better. This has led to further development of our Agile Working and Estate Rationalisation programme which will deliver an increased focus on health and wellbeing of staff through a more flexible working offering whilst allowing us to further

reduce the number of desk spaces and buildings we require, reducing our energy, water consumption and CO2 emissions as well as building maintenance and rates costs.

Partnership working

As part of the COVID-19 response, Angus Council with partners implemented the Test and Protect programme, community testing and supported the provision of vaccination centres in Angus. This included use of our staff, land and buildings.

The council's emergency centre continues to operate in support of the recovery and reset of council services, the economy and our citizens. A recovery and renewal plan is in place, aligned with the council plan and ongoing delivery of priorities. There is ongoing collaboration with the community planning partnership and resilience partnership to ensure integration across all partners.

Digital Systems

Innovations were put in place quickly to react to the pandemic, and we are now using these to our benefit as citizens and staff adapt to more efficient ways of accessing our services. These include:

- Ensuring that as far as information and processes are freely available for the public to use without the need to contact the council directly and ask
- Enhanced digital process for applying for free school transport
- Community empowerment through digital access to a fund to address fly tipping
- A digital process for application for, and approval of, funding to heat homes
- Managing learning and development bids for staff in a more effective and efficient way
- Redesigning our internal processes to make better use of staff time and to reduce backlogs

Learning from the innovation and creativity which characterised the way in which we reacted to the pandemic, we have accelerated digital ways of working such as:

- Virtual recruitment interviews and inductions
- Virtual access/service help
- Virtual committees
- Virtual meetings
- Virtual training and conferences
- Virtual client support

These not only save time and improve accessibility but have a beneficial impact on the environment and travel costs.

Employability and skills support

During 2021/22 the Skills and Employability Team continued to support residents in Angus to find sustainable employment and remain a single point of contact for employability.

This was delivered through a hybrid approach i.e., face to face (when safe to do so), through MS Team, emails and phone calls. The team continued to offer employability

support, advice and placements dependant on the easing of COVID-19 restrictions and the capacity of employers to recruit and support these.

We continue to work with partners such as DWP (Department for Work and Pensions), VAA, SDS (Skills Development Scotland) (Skills Development Scotland), D&A College to ensure adequate and appropriate provision for those who needed it most. We supported employers with Employer Recruitment Incentives and Modern Apprentices, we delivered 12-week work placements, worked with Women's Business Station to deliver a women returner programme, organised training and qualifications for those looking to upskill and move sector due to redundancy and undertook key worker support for those who required additional help with self-confidence and mental health and wellbeing because of the pandemic to enable them to re-enter the labour market.

Procurement - Local Supplier Engagement

Engaging with the local supply chain is a key component of Angus Council's procurement strategy. We have a responsibility to educate and inform the market as to any future opportunities and how they can become involved. Whilst the methods adopted for this have had to change because of the pandemic, in some ways this has been an advantage. Moving Supplier Engagement sessions and Meet the Buyer events to the online platform potentially attracts a wider audience as it becomes an easier and quicker process. Perceived barriers are removed as supplier can dip into these sessions as and when whilst remaining anonymous if they wish.

Through the [Supplier Development Programme](#), a partnership between Scottish Government and other public bodies, Angus Council continue to deliver, several virtual Meet the buyer events. Such events allow local suppliers to attend a virtual conference where there are 'stands' hosted by many public sector buyers and presentations given on topics to support them in their public procurement journey.

Key Supplier Support Scheme

As mentioned above, it has been of critical importance for the Council to remain in close communication with its core service providers to ensure continuity of service and care. Not just during the pandemic but to try and ensure these providers remain in a position to continue to deliver as we move into the recovery stage and beyond.

In recognition of this additional financial support has been provided nationally and distributed by Councils locally to key suppliers within the social care sector. Without this support to cover costs associated with increased staffing numbers, additional PPE (Personal Protective Equipment) products, loss of income from changes to operational practices etc, many care providers would not have been able to continue to operate.

Other Council Performance Information

In addition to this Annual Performance Report, the Council includes a range of performance information which is published with a variety of links available from the Angus Council Website '[How we perform](#)' page.

This includes links to '[How we compare: Local Government Benchmarking Framework](#)' and links to the [mylocalcouncil](#) website where a range of performance indicators can be viewed. This includes data over time and how Angus Council compares to other local authorities across Scotland.

An analysis of service performance and improvement actions in relation to the Local Government Benchmarking Framework indicators covering financial year 2020/21 (published March 2022) was considered by the Scrutiny & Audit Committee at its meeting in June 2022 ([Report 164/22](#)).

The council's key partners and special committees also publish annual performance reports and latest versions can be accessed by following the links below:

- [Angus Health & Social Care Partnership](#)
- [Angus Alive](#)
- [Tayside Contracts](#)
- [Adult Protection Committee](#)
- [Angus Child Protection Committee](#)
- [Angus Violence Against Women Partnership](#)

External scrutiny reviews which have been undertaken during the reporting period can be accessed by following the link below:

[Scrutiny and Audit Committee Papers](#)