



Annual Performance Report | 2022-23



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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 2022/2023 Annual Performance Report which summarises how well the council delivered against its Council Plan for 2022/2023. This report covers the period from 1 April 2022 to 31 March 2023 and outlines our progress with targets in the Council Plan. This report is the last one that charts progress against measures in our Council Plan 2022/2023.

This year saw Angus Council face its biggest financial challenges to date. Therefore, we have refined our Council Plan and performance targets for the next five years to reflect the financial realities we face.

This report demonstrates the council's commitment to adapting how it works with a key feature being a renewed emphasis on working more closely with our citizens, our communities, and our businesses. This is because we recognise that by putting them at the heart of everything the council does, we can achieve better outcomes for our citizens with our increasingly limited resources.

Our Best Value Audit report for 21/22 from Audit Scotland (available on this link: [Best Value Audit Report 21/22](#)), recognised effective leadership; a clear vision; strong professional relationships between elected members and officers; partnership working. It also acknowledged that local people were more satisfied with services than the Scottish average. It 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: our PLED (Performance Led) programme.

This report identifies how the council is delivering on its stated ambitions and priorities, providing the data as evidence.

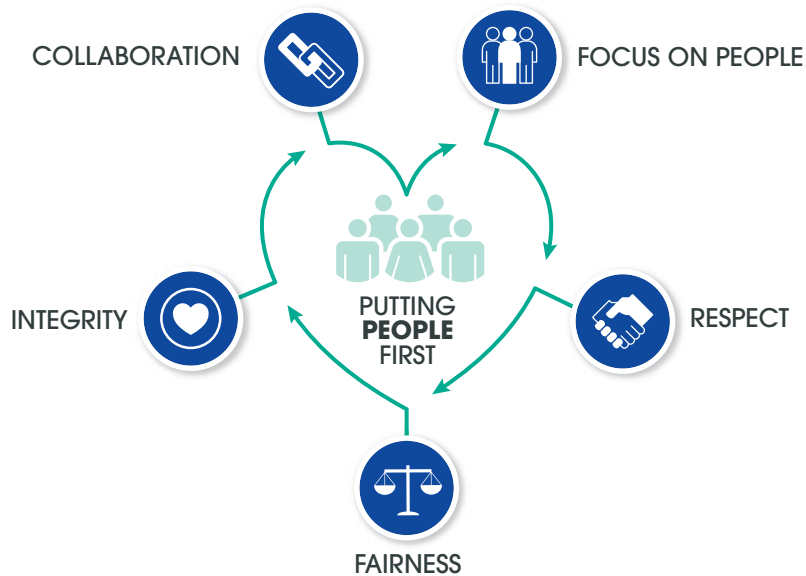


Cllr Beth Whiteside
Leader of Angus Council



Margo Williamson
Chief Executive of Angus Council

Our Values



This report is focused on our performance. However, it is equally important how we achieved that performance. Our values are not only ethical and moral but social and cultural, they are intrinsically related to the same factors that promote health and wellbeing, family, community, and our work. They underpin all we do, and adherence to these is vital, as putting people first should be our guiding principle internally and externally.

We continually work to embed these values and they guide our priorities and actions in the work Human Resources/Organisation Development (HR/OD) provide. Examples include:

- Bringing HR policies up to date to reflect fairness, consistency, integrity, and ethical practices.
- Collaborating with the Community Planning Partnership to raise staffs' awareness of violence against women, trauma informed practices, and equally safe at work, through employee voice sessions.
- The employee Performance & Development Review process continues to encourage staff to seek 360 feedback from colleagues based on how they live the values.
- Leadership, coaching, customer service and all e-learning development programmes focused on how to build values-based relationships, putting people at the heart of everything we do, to create a culture that inspires a healthy productive work climate.

- Wellness champions and personal resilience work supports staff to keep themselves and others well, through discussion with a focus on trust and respect.
- The Bravo! Award, internal recognition platform is designed to promote a culture of recognition and kindness, recognising work, effort, collaboration, and engagement.
- We are considering how values-based interviews will help with candidate selection.
- The service review process brings with it a time of change and uncertainty, OD supports teams offering coaching, a listening ear and building skills and confidence for the way forward.
- We are exploring ways of introducing an awareness of meta-skills, to cultivate a growth mindset that will enable staff to prepare themselves for lifelong learning to develop new competencies in an ever-changing work environment.
- OD continues to support team development opportunities with developmental and motivational interventions aligning to the values as the foundational building blocks for learning.

Our Strategic Priorities/Strategy on a Page

Our strategic priorities are focused on outcomes and this report contains updates on Our Economy, Our People, Our Place and Our Council.

The Strategy on a Page is our key guide to our focus over the medium to long term, which was developed as our approach to recovery from the COVID-19 pandemic.

The Strategy on a Page is shown on page 6, and this has helped us to be a more flexible, sustainable, and future focused council, better placed to respond to change.

Raise

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

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

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

Create

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

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

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

Eliminate

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

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

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

Reduce

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

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

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

Economy



Our Priorities

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

To do this we will:

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

Indicators

Measure	16/17	17/18	18/19	19/20	20/21	21/22	22/23	Target (23/24)
1. Participation rate for 16-19 year-olds (%)	89.4%	89.8%	89.7%	89.9%	89.4%	91.2%	N/A	93%
2. Employment rate as a percentage of all people in Angus	74.50%	76.10%	75.50%	75.30%	70.40%	73.50%	74.60%	78%
3. The average time (weeks) to deal with local planning applications determined during the year	7.8	6.5	6.7	6.7	6.4	7.2	8.7	9
4. Proportion of properties able to access broadband speeds of at least 24 megabits per second	82%	84.41%	86.10%	88.0%	88.10%	87.70%	89.84%	96%
5. Percentage of Working Age Population claiming benefits	2.2%	2.6%	3.2%	2.9%	5.4%	3.2%	2.9%	4%

Performance Updates

Angus Council is a performance-led authority with a focus on continuous improvement. To better monitor and review the effectiveness of our work, new indicators and targets have been developed. Below shows the updates and case studies delivered under the Economy theme:

Indicator 1

The participation rate for 16-19-year-olds in Angus increased from 89.4% in 2020/21 to 91.2% in 2021/22, against a Scottish average of 92.35%. In 2021/22 the highest percentage in Scotland was 97.04%, the lowest was 89.35% and Angus was ranked 17th of 32 Scottish councils. This measure is part of the Scottish Government's Framework for Recovery and Accelerating Progress.

Indicator 2

The data available is from January 2022 to December 2022. The figure reflects a decline in the employment rate due to the pandemic. Early in the year the figure was 70.4% but bounced back to 74.6% as businesses started to recover by December 2022.

Indicator 3

There has been a reduction in performance from 8.7 weeks in 2022/23 compared with 7.2 weeks in 2021/22. However, it remains within the target of 9 weeks. Difficulties in the recruitment of trained and qualified staff has impacted on performance, with several posts remaining vacant during the reporting period. Other local authorities across Scotland are experiencing similar difficulties. Comparable Scotland-wide information is not yet available for 2022/23 to determine if this has had an impact across the board on performance. Measures previously put in place have continued to minimise impact on service delivery including the cessation of non-statutory services.

Indicator 4

The percentage of premises able to access broadband speeds of at least 24 megabits has increased from 2021/22 to 89.84%. See below for narrative around the progress made with rural broadband.

Indicator 5

Caution is required when comparing to previous year's data for the percentage of working age claiming benefits, as currently this is only partially available. The data shown is an average of the data available at this time. The target was set in 2020/21 when the actual figure was 5.4%. This target will be reviewed for future years.

Action Plan Updates

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

Many of the contracts we let include a community benefit requirement.

As an example, the community benefits we receive as part of the Monifieth Learning Campus project are:

- Creation of minimum of eight new jobs for currently unemployed persons/persons made redundant.
- Employment of a minimum of 20 people as either graduates or apprentices.
- Job vacancies for the project to be advertised locally.
- Targets for local supplier contract spend:
 - 20% within 10 miles of Monifieth
 - 40% within 20 miles of Monifieth
 - Engagement with Monifieth HS to encourage young persons into the Construction industry

Support the creation of local, paid, and lasting job opportunities for our citizens

Mental Health support is an integral part of all employability delivery with specific support provided, including Third Sector partners.

A Disability Confident Event, in conjunction with DWP (Department for Work and Pensions) and employability partners was held with 68 customers attending along with 10 employers from security, government, social care, the National Trust and recruitment agencies.

Employer Recruitment Incentives (ERI) grant funding through the Young Person's Guarantee (YPG) was taken up by 13 Angus businesses. Across both YPG and No One Left Behind (NOLB) 79 ERIs (Employer Recruitment Incentives) supported Angus residents and Angus employers. NOLB Towards Employment Angus also supported 11 over 25's who had been made redundant or unemployed for under 12 months with upskilling and training. As a result, 32 Long Term Unemployed clients completed their work placements; 22 moved into employment, one took up volunteering and one progressed



into further education; 17 placements were within the Third Sector and 15 completed placements within the public sector; every participant received key worker support, tailored to meet each participant's needs.

It should be noted that all opportunities were new and additional, and did not duplicate, displace, or substitute existing jobs.

11 candidates started the **Get Ready for Work** programme resulting in nine positive destinations being secured.

22 Modern Apprentices started at Angus Council, working with training providers D&A College, GMD Community Services and the council's own Skills and Employability team. The apprentices were supported during their SVQs in construction, technical, digital applications, IT, social services, and healthcare. All apprentices completed the programme.

Our Towards Employment Angus (TEA) programmes had 17 Ukrainian people registered, receiving bespoke employability support and training. This included two weekly support groups where an Adviser worked on a one-to-one basis with a translator to support the guests in job searching, undertaking interview preparation and CV creation.

The Angus Health and Social Care partnership also worked closely with the adviser and group members in Brechin to help clients gain skills to improve their chances of securing employment in social care which urgently requires more staff.

Through partnership working, five guests started ESOL (English for Speakers of Other Languages) training, funded and offered by the DWP (Department for Work and Pensions). Six guests successfully gained employment. Two guests were identified early on as requiring additional support and they were

referred to key partners who were better able to support the guest's complex needs.

Make Angus a low carbon, sustainable area

The **Tay Cities Deal** identifies a £26.5 million capital investment fund for projects in Angus. This Angus Fund is being used to stimulate The Mercury Programme, which is Angus Council's visionary £1 billion partnership programme between government, public, private and community sectors with the aim to "Increase productivity through clean growth, protecting places for future generations to live, work and visit" and it continues to develop clean growth, low carbon, and Agri-Tech components projects.

The Tay Cities Regional Deal (TCRD) activities during 2022/23 saw a further three business cases approved by the TCRD Joint Committee. This will result in a total drawdown of £94 million by the end of 2023. The projects detailed below within the Tay Cities Deal are providing the backdrop to providing a significant boost to the Angus economy, job creation and infrastructure support.

Part of the Mercury Programme is the **Angus Rural Mobility Hub** which will be located on a 25 hectares site just off the A90, half-way between Aberdeen and Dundee, and will integrate zero carbon energy systems with mobility services, enabling a 'smart mobility infrastructure'.

The **Centre of Agricultural Sustainability and Innovation (CASI)** programme continued to be developed with partners. Options around the governance and funding were further investigated. A CASI HQ Open Event was held in October providing those working within the agricultural sector with more information on the plans for CASI HQ and the opportunity to express their needs and wishes for the CASI. Feedback from the event has been considered and a new approach developed.

Since the publication of the **SECAP (Sustainable Energy Climate Action Plan)**, Angus Council has developed an internal Transition to Net Zero (TNZ) Action Plan which details organisational actions to reach net zero. The SECAP progress report will be submitted to Angus Council along with the Public Bodies Duty Report in November. The progress report will compare actions to be taken forward by the SECAP steering group and those which are covered by the TNZ plan.

Support business and economic growth by improving the physical and digital infrastructure

The Strategic Transport Appraisal (STAG) for the road link to **Montrose** was completed in early 2022 following work by consultants in partnership with Tactran, Network Rail, SEPA (Scottish Environment Protection Agency), Angus

businesses and discussion with Aberdeenshire Council regarding route options. This project has not been progressed due to cost.

Work on the **Zero Four** site has been delayed while the landowner prepares information for the planning and site development works. The business case is on hold until these are progressed.

The Business case for **Mercury Drone Ports** was approved by the Tay Cities Regional Deal Joint Committee in March 2023 following government approvals. In addition, this year saw a new on-demand drone collection and delivery service trialled on behalf of NHS Tayside. The new **Beyond Visual Line of Sight (BVLoS)** trials transported medical equipment, samples, and medicine via an unmanned aircraft to and from multiple healthcare facilities between Angus and Dundee. The trial was completed in November 2022 and the final report on this project was received in March 2023.

Surplus land and property estate was disposed of with sales achieving £350,500 in 2022/23.

In 2022/23 the £50k maintenance allocation was invested in key leasehold properties, by improving insulation, windows and modern energy efficient heating systems thus sustaining rental income and job creation opportunities.

Agreement was reached to work with **Angus Rural Partnership** to develop a series of webinars and workshops to support groups looking to take ownership of community assets for community-based initiatives. This includes governance, clear project, and business plans, have the licences and approvals they need and have conducted thorough community engagement.

LFFN (Local Full Fibre Network) was completed in partnership with Perth and Kinross Council in early 2022. This project has allowed all 52 Angus Council premises within scope (Corporate & Schools) to benefit from faster full fibre connections to the internet, with minimum connection to each premise of 100Mbps. As the host of this infrastructure, it has enabled Angus Council to provide improved connections that allow internet providers to pass these benefits to our residents and businesses.

Working in partnership, Angus Council, SmartRural and Rapier Systems Limited have created an innovative solution to allow rural premises/businesses the access to Superfast Internet connectivity which is comparable with premises/businesses that are in Towns/Cities. Using 18 farms to provide infrastructure within the area between Arbroath, Brechin, and Montrose, businesses and households were successfully connected and are receiving a minimum internet connection of 30Mbps improving quality of life and access to education and skills developed in isolated rural communities.

People



Our Priorities

We want to maximise inclusion and reduce inequalities

To do this we will:

- work in partnership to develop trauma informed approaches, creating environments which support compassionate provision of services and encourage people to be kind
- work collaboratively for and with our citizens to keep them safe in resilient communities
- reduce social isolation and loneliness
- offer our citizens a range of opportunities to help them achieve their potential and to reduce poverty
- continue to respond to Scottish Government and public health guidance to ensure that our early learning and school environments are safe and conducive to high quality learning and teaching
- enhance our senior phase (S4-6) offer leading to varied pathways which support and challenge all of our young people
- increase the achievement and attainment of our children and young people, including looked after children

Indicators

Measure	16/17	17/18	18/19	19/20	20/21	21/22	22/23	Target (23/24)
1. School attendance rates (% all pupils)	93.6%	N/A	93.4%	92.5%	94.1%	90.3%	90.4%	95%
2. School exclusion rates (incidents per 1,000 pupils)	N/A	N/A	26.61	8.6	11.2	20.35	22.97	10
3. % of P1, P4 and P7 pupils achieving expected Curriculum for Excellence levels for Literacy	N/A	N/A	75.81%	N/A	72.2%	75.15%	N/A	74%
4. % of P1, P4 and P7 pupils achieving expected Curriculum for Excellence Levels for Numeracy	N/A	N/A	81.17%	N/A	78.4%	81.84%	N/A	80%
5. % School Leaver Achieving Level 4 in Literacy & Numeracy	90.17%	87.7%	89.1%	89.1%	90.6%	85.1%	N/A	90%
6. % School Leaver Achieving Level 5 in Literacy & Numeracy	71.63%	67.3%	65.3%	68.7%	71.8%	62.8%	N/A	70%
7. % of 3-4 year-old children accessing funded Early Learning and Childcare	N/A	N/A	N/A	97%	91%	91%	93%	90%
8. % of Looked After Children in a Family Based Placement	N/A	N/A	89.8%	89.5%	90.4%	82.5%	N/A	92.4%
9. % of households in fuel poverty	N/A	33%	20%	22%	22%	22%	40%	16.5%
10. % of children living in poverty (After Housing Costs)	23.63%	24.08%	23.33%	24.05%	20.6%	24.2%	N/A	20%
11. % of anti-social behaviour orders resolved	N/A	N/A	98.%	98.%	90.%	91%	94%	100%

*These figures reflect COVID-19 pandemic and recording of data reflects lockdowns and school closures and differs to previous and current methods of recording. For further information see: <https://www.gov.scot/publications/summary-statistics-schools-scotland/pages/10/>

Performance Updates

The past year has been extremely challenging for many of our citizens, their families, and communities, as the cost of living has soared. Services and partners have sought to mitigate and address rising needs by increasing targeted support and working more collaboratively than ever before.

A more detailed analysis of most indicators and performance overall, alongside planned improvement work for education and lifelong learning can be found in the 2023 update to 2022-27 **Angus Education Plan (AEP)**. However, it should be noted that due to the impact of the COVID-19 pandemic, care should be taken when comparing attainment across different cohorts of leavers.

Indicator 1

Overall school attendance increased by 0.1 percentage point (pp) in 2022-23. On average, attendance at primary school is higher than at secondary school. Since February 2023, a team of school engagement officers has been working directly with 40 children and young people in the Arbroath North and Brechin clusters. The team provides targeted support to increase attendance levels for identified learners. This work is a test of change as this area was identified as a key area for support.

Indicator 2

Exclusion rates increased slightly in 2022-23. In accordance with the policy for "Preventing and Managing/Aging School Exclusions in Angus," exclusion is used as a proportionate response when no other appropriate intervention is available.

Indicators 3 and 4

2021/22 data is the most recent data available and shows that most (75-90%) children in P1, 4 and 7 achieved the expected level of literacy and numeracy. Performance for 2022/23 will be reported to Children and Learning Committee in April 2024.

Indicators 5 and 6

In 2021/22 most school leavers achieved level 4 literacy and numeracy and the majority achieved level 5. Angus Council performance for these measures was greater than the 'virtual comparator' benchmark in Insight, the local authority benchmarking tool.

Indicator 7

The percentage of three and four-year-olds accessing funded Early Learning and Childcare (ELC) provision increased in 2022-23. Data for this measure is

drawn from the Scottish Government census of ELC, which takes place in September each year. There are several ELC intakes per school session and as such the number of children accessing places increases throughout the year. It should be noted that data for 2019/20 is based on 600hrs of funded early learning childcare and from 2020/21 is based on 1,140hrs. Some two-year-olds are eligible to access a funded ELC place due to their families being in receipt of qualifying benefits or when they (or their parents/carers) are care-experienced. Approximately 13% of all two-year-olds in Angus had access to a place on this basis in 2022-23.

Indicators 8

In 2021/22 the proportion of children cared for in a family-based placement decreased. Validated data for 2022/23 is not available until March 2024. Routine service monitoring of data for this indicator focuses on trends, rather than specific targets.

The **Angus Promise** details our commitment to keep children living at home where it is safe to do so. Children, Families and Justice works in partnership to deliver this, and the other commitments outlined in the Promise Plan. Further details of this can be found in the **Fostering and Adoption Agency Annual Report 2022-23**.

Indicator 9

No data is currently available. However, based on fuel costs and local incomes, it is estimated that fuel poverty rates were at 40% during 2022/23.

Indicator 10

In 2021/22 the number of children living in poverty (after housing costs) increased to 5,067 (24.2%). Although data for 2022/23 is not yet available, the gap between inflation and benefits and wage increases suggests child poverty will have increased further in 2022/23.

Indicator 11

There is an improvement in the number of anti-social behavior orders resolved to 94%, although the target level remains at 100%.

Action Plan Updates

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

A Trauma Informed Practice workforce development post was established, although recruitment was unsuccessful during this recording period. This limited the council's progress on embedding trauma informed approaches. However, the following activities to deliver this priority have been achieved:

- The **National Trauma Training Programme** has also been built into the Protecting People Angus Learning and Development Framework. Schools continue to support care-experience young people to attend, ensuring that our workforce is trauma informed and taking steps to minimise the impact of poverty on how children and young people achieve.
- By the end of session 2022-23, most Education and Lifelong Learning Directorate staff had completed NES (NHS Education for Scotland) Trauma Skilled Modules 1 and 2.
- All Educational Psychologists (EPs) completed training in relation to the Neurosequential Model in Education (NME) and the majority of EPs completed a 3-day training course on Developmental Trauma and Adverse Childhood Experiences (ACEs).

The Educational Psychology Service (EPS) will now develop and deliver a training package based on this learning, and aspects of Education Scotland's 'Keeping Trauma in Mind' course, to deliver professional learning to key school staff during session 2023-24.

Level 1 trauma training was delivered to 141 staff as an integral part of the revised customer experience training programme for those who deal directly with the public.

Safe and Together (approach to domestic abuse) has trained front line social workers (alongside other key professionals) as Champions who have delivered service briefings, practice expertise and supported practice audits through the course of the year. Evidence of improved practice includes approaches to partnering with the non-offending parent, holding perpetrators of domestic abuse to account and changes in language have been evidenced through



thematic audit. Safe and Together is part of a long-term partnership strategy through Angus Violence Against Women Partnership.

Togetherall is a leading digital mental health service offering anonymous online support for 16-24 year olds in Angus. The service is promoted through secondary schools and colleges. The platform offers a choice of safe therapeutic services, including online self-help courses and resources. This means anyone who may be struggling with mental health, distress or anxiety can get support at any time that suits them 24 hours a day, seven days a week.

A trauma-informed approach has been used in Angus Council office spaces, newly designed via the Agile programme which are accessed by citizens, particularly services whose service users are likely to be trauma experienced. This includes muted colour palettes, more decorative details, a less intimidating reception area, bright, welcoming interiors, and meeting rooms. Examples from this reporting period include County Buildings.

Work collaboratively for and with our citizens to keep them safe in resilient communities

CEDAR (Children Experience of Domestic Abuse Recovery) provides a therapeutic 12-week group work programme for children and young people in recovery from domestic abuse, alongside a concurrent group work programme for their mothers. Funded by the Angus Mental Health and Wellbeing Programme Fund, Angus Women's Aid commenced the delivery of CEDAR providing a groupwork programme for children and young people (between the age of 4-16 years) in January 2023. To date there have been two blocks of 12 - weekly session programmes with 18 families and 24 children and young people participating in the programme.

Angus Council continues to plan and prepare to respond and recover from a range of incidents and emergencies. This is achieved through working collaboratively through the work of the Tayside Resilience Partnership, which consists of partners from other public services, utilities, transport operators, and third and voluntary organisations.

The impact of global and climatic change continues to be evident in our weather patterns. Flooding across many areas in Angus in November 2022, saw record levels exceeded on many of our rivers and a multi-agency response to multiple locations across Angus and to assess those most vulnerable. Many properties were evacuated where there was a risk to life and support centres were opened in two locations.

A review of the approach to community resilience was undertaken in early 2022, because of the impacts from Storm Arwen in November 2021 resulting in many communities wanting to find out more about developing a community resilience group.

The lessons identified from Storm Arwen were collated into an action plan and informed the review. The outcome was a community led forum, supported by Angus Council. There has been engagement from Community Councils, existing community resilience groups/contacts and village halls.

Roadshow sessions were held across Angus, and these continue being led by community resilience group representatives, telling their story and inspiring other communities to act. Sessions were also held with multi-agency partners to enable community groups to learn more about the roles of each agency when responding to incidents and emergencies.

As a result of this work, which remains ongoing, the flooding which impacted many locations within Angus in November 2022, highlighted the improved and integrated approach with our community resilience groups.

In addition, the flood protection scheme in Brechin, protected up to 300 properties from being inundated by the River South Esk. In Arbroath, the Brothock Water, flood protection scheme, which had just been completed, also saved over 800 properties (households and businesses) from being inundated by the Brothock Water.

Following the outbreak of war in Ukraine in 2022, Angus Council provided an immediate emergency response. Residents across all communities in Angus demonstrated their support by hosting families within their own homes, providing safety and a warm welcome to Angus.

Reduce social isolation and loneliness

Carers frequently feel isolated and experience loneliness. The need for short breaks service (for children with disabilities) at Strathmore Centre has

continued to increase during 2022/23 and extended opening hours have continued to be in place during this reporting period.

Based on feedback from young people, the '**Promise Hangout**' was established in June 2022. This is a monthly youth group for care experienced children and young people aged five and above. The Hangout is supported by corporate parents who volunteer to prepare, plan, and deliver the group. Numbers of attendees has grown month on month with between 18 and 28 young people attending each session; this is more than 10% of care experienced children over five in Angus who have attended regularly. As well as building relationships, the young people have been involved with project work and provided their views. For example, a focus group of young people worked with Child Protection Committees Scotland, contributing to the design, language, and content of the new Child Protection Committee Scotland "Keeping Safe" campaign. Our young people produced the creative social media idea of using Tik Tok adverts as a way of reaching larger numbers of young people.

Over 65 care experienced young people in Angus came with their families, carers, friends, and workers to have fun and take part in a variety of activities at Angus Council's first **Angus Promise Fun Day** at Monikie Park in July 2022. The young people and families enjoyed taking part in fun activities such as circus skills, Fire Brigade challenges, face painting, team building, orienteering, bike rides, outdoor games, STEM (Science, Technology, Engineering and Maths) activities, yoga, and story time sessions.

Offer our citizens a range of opportunities to help them achieve their potential and to reduce poverty

The Community Planning Partnership **Best Start, Bright Futures** Working Group are responsible for delivery of the **action plan** covering the three main drivers of poverty, Income from Employment, Cost of Living and Income from Social Security and Benefits in Kind. Key projects include:

Welfare Rights Team/NHS Tayside Collaboration - The Welfare Rights Team continues to collaborate with NHS Tayside in this area of work. Robust referral pathways are well established with referrals received from midwifery services, health visitors and family nurse practitioners in the Angus area. In 2022/23 we received 386 referrals from these services. We were able to support pregnant women and their families to achieve £286,852 in financial gains to improve financial wellbeing and alleviate hardship and poverty. This project continues to go from strength to strength and complements our Maximise Angus offering to cover all stages of a family's/children's journey through the various stages and changes in life from birth to adulthood.

Maximise Angus project commenced in July 2022 and has secured funding for the provision until June 2024. This test of change project has embedded benefit and debt advice into the school/education settings across Angus. Two full-time Financial Wellbeing Practitioners work with Head Teachers and school staff to provide universal and targeted advice and financial assistance to families. Since the project started our Financial Wellbeing Practitioners have dealt with 293 families, 486 cases and enquiries and achieved financial gains of £552,000. They have attended 23 school sessions and 14 community-based events including pop-up uniform shops. This project continues to focus on improving uptake of entitlements, providing debt advice, and helping families in immediate financial crisis.

Child Poverty – Lived Experience service design project was undertaken to better understand how to target and engage those experiencing poverty to improve their situation. The project looked at referral pathways and identified a lack of service user knowledge. Changes were made to the Council Tax reduction form improving the experience for families.

With the rise of the cost of living and the challenges families face post-COVID-19, a range of partners came together to deliver **Cost-of-Living Roadshows**. Six roadshows were held across Angus where approximately 500 people attended from a wide demographic.

The support helped residents struggling with rising costs by providing face-to-face contact with services and organisations that offer information, support, and advice. Cookery demonstrations and access to fresh fruit and vegetables, 'Grab a Bag' ingredients and healthy recipes to take away were offered, including guidance on using affordable and healthy cooking methods. Attendees were offered a free slow cooker to take home. Further research will assess impact of this provision although partners have already benefited from networking opportunities and improved and increased referral pathways.



Angus Council has been working with over 70 partners to provide co-ordinated access to food and fun activities for children, young people, and families during the school holiday periods. The **'Holiday Food & Fun'** provision gives opportunities for children, young people, and families to play, socialise, get active and access activities that broaden their experiences, supplement their learning, and deliver positive outcomes. The collaborative nature of this provision has created an ethos of positive partnerships, all working to similar values and aims. Holiday Food & Fun supports vulnerable children and families, offers volunteering and employment opportunities and boosts the local economy. It creates investment in local business, use of local produce, and adds to the value of Angus.

The Vibrant Communities service has conducted extensive research into the areas of Community Learning and Development. The past year has evaluated service delivery and evidence-led, outcome focused operations plans for Youth Work, Community Development and Adult Learning which are now in place. The changes in the service allow a thematic focus which will drive the delivery of the **CLD plan** with partners.

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

In 2022/23 our schools experienced a full year without specific COVID-19 mitigations in place. We have continued to work with partners to ensure our buildings operate in accordance with the latest public health guidance.

Enhance our senior phase (S4-6) offer leading to varied pathways which support and challenge all our young people

A specific review of the secondary curriculum was initiated. This focused on learner entitlements, raising attainment through the curriculum and review of the Advanced Higher offer in Angus. This has resulted in consortia arrangements across schools allowing young people in one school to access the Advanced Higher offer in another thus broadening the learner pathways available to our young people.

New Learner pathways have been developed in collaboration with Dundee and Angus College. The **LEAP programme** will support young people, experiencing barriers to learning and engagement within their current setting, to gain a range of qualification and progress into positive and sustained destinations.

Details of the senior phase and the progress towards this measure which is aligned to the Strategic Framework for Recovery and Accelerating Progress can be found in the 2023 update to the **Angus Education Plan 2022-27**. This includes stretch aims for a range of performance measures.

The Peer Mentoring Service has been available to young people of secondary school age across Angus since December 2021 and provides mental health and wellbeing support individually or in groups. As a result of the demand on the service delivered by Hillcrest Futures and Penumbra and positive feedback from children, young people, parents, and professionals, funding was increased to extend the capacity of the service, decreasing waiting times between appointments, and allowing the service to offer more flexibility in the number of support sessions offered to young people. The Peer Mentoring Service has also delivered wellbeing workshops in schools which have been well received.

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

The expansion of funded Early Learning and Childcare was completed in 2022/23, increasing entitlement of 1,140 hours for all.

The 2-18 tracking and monitoring tool was used in all primary schools. A dashboard has also been developed enabling staff to see summary data for literacy, numeracy, and attendance.

The first phase of the review of Additional Support Needs (ASN) services in Angus, with a focus on the ASN Locality and ASN Specialist Teams, was completed. An initial meeting with key stakeholders was undertaken in September 2022 where the context, scope and expectations of the review were agreed. Sub-groups were established to plan consultation with parents/carers; children and young people; education staff; and partners, respectively.

PREpare Angus is a social work-based approach to engaging families in strength-based child protection plans and has been extended this year following positive evaluation from parents and carers. All cases with pregnant women where risks to the unborn baby are identified are now offered a PREpare planning meeting which enables families to identify and access community and professional supports that will help them keep their children safe.

Aberlour, in partnership with The Mental Health Foundation and Angus Council, has provided a wellbeing support service for primary aged children in the Forfar locality from January 2023. The service delivers group wellbeing sessions and individual supports for children experiencing anxiety, trauma, or loss. As part of the roll out, this service will next be delivered in the Arbroath locality. Through The Mental Health Foundation, the service also provides training for staff to build capacity to provide ongoing wellbeing support to children.

Place



Our Priorities

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

To do this we will:

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

Indicators

Measure	16/17	17/18	18/19	19/20	20/21	21/22	22/23	Target (23/24)
1. Percentage of household waste arising that is recycled	56.71%	55.21%	54.70%	59.11%	57.90%	54.70%	N/A	60.1%
2. CO ² emissions for Angus Council (tCO ₂ e)	29,854	28,725	19,298	18,291	16,457	N/A	N/A	14,450
3. CO ² emissions area wide per capita	5.99	5.85	5.75	5.39	4.83	N/A	N/A	3.97
4. How clean are our streets [Local Environmental Audit and Management System (LEAMS) Street cleanliness score]	94.38	91.11	92.9	92.05	95.2	97	N/A	97
5. % of A class roads that are considered for maintenance	21.61%	23.99%	26.53%	28.64%	26.30%	24.98%	N/A	24%
6. % of B class roads that are considered for maintenance	33.31%	35.87%	37.43%	37.91%	37.30%	37.46%	N/A	35%
7. % of C class roads that are considered for maintenance	27.70%	30.19%	31.52%	30.10%	27.90%	27.16%	N/A	25%
8. % of housing stock meeting the Scottish Housing Quality Standard	93.38%	93.17%	93.87%	93.85%	94.24%	70.67%	56.66%	96.92%
9. % of council dwellings that are energy efficient	69.73%	70.61%	73.14%	74.69%	N/A	99.77%	N/A	89.34%
10. % of buildings from which the council delivers services that are suitable for, and accessible to disabled people	93.90%	93.51%	92.86%	92.86%	92.95%	98%	98%	96.48%

Performance Updates

Angus Council is a performance led authority with a focus on continuous improvement. To better monitor and review the effectiveness of our work, we have developed new indicators and targets for caring for our place in our new Council Plan, but below shows the updates and case studies delivered under the Place theme in the year to 31 March 2023:

Indicator 1

The latest data on household waste recycling is not available until September 2023. However, recycling continues to be a focus for Angus which remains in the top quartile of Scottish local authorities for household recycling. Delays and uncertainty regarding national policies, such as the Deposit Return Scheme for Scotland, has made progress challenging. However, a review of our kerbside recycling service is being undertaken and it is hoped this will lead to increased recycling rates.

Indicators 2 and 3

A lot of work has been undertaken in this reporting period, data for which will be included in the Public Bodies Duty Report 2022/23 and SECAP performance report, both of which will come to Angus Council on 2 November 2023. Work included increasing active travel routes, electric charging stations and the council's Agile programme which has reduced CO2 in both commuting and business travel.

Indicator 4

Data for 2022/23 is not available until December 2023. The target was exceeded for 2020/21 and 2021/22. However, this reflected in the effects of the pandemic and the reduced footfall on Angus streets.

Indicators 5, 6 and 7

All the targets set for class A, B and C roads have been missed as work was suspended during lockdown periods. Further resources have been identified to address these targets.

Indicator 8

The main area causing failures is Electrical Installation Condition Reports and to a lesser extent smoke detector installs. While overall SHQS performance has decreased, this is primarily due to contract performance and delays receiving certifications in these areas. We are engaging with contractors as well as the Scottish Housing Regulator on this issue, providing regular updates to the Regulator on our progress in improving compliance.

Indicator 9

This indicator no longer forms part of our annual return to the Scottish Housing Regulator and therefore was not calculated this year. However, the importance of this indicator is noted, and it will report internally on performance.

Indicator 10

All council buildings that can be made accessible are now fully or partially accessible. The estate and its accessibility has been and remains under review as part of the ongoing Agile programme.

Action Plan Updates

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

A total of six projects aimed at making a positive impact on climate change successfully gained funding through the Angus Youth Climate Change Fund. Funding was delivered in partnership with Angus Council Vibrant Communities, YouthLink Scotland and Scottish Government, with bids assessed locally by young people on an assessment panel. They were impressed with the quality of the applications and how the projects involved young people through each stage from design to delivery.

In 2022 a new statutory duty was put into place for Local Authorities to develop and publish a Local Heat and Energy Efficiency Strategies (LHEES) before 31 December 2023. The LHEES is a long-term strategic framework for the improvement of energy efficiency of buildings in a Local Authority area and the reduction of greenhouse gas emissions resulting from the heating of such buildings. Work is well underway on the LHEES for Angus.

The lighting at Webster Memorial Theatre and Montrose Town House has been upgraded to light-emitting diode (LED) while Photo Voltaic (PV) panels were installed at Brechin Community Campus and Websters High School.

Actions identified in the Active Travel Strategy were delivered in the pipeline of active travel projects as significant levels of funding was received via Transport Scotland's Cycling, Walking and Safer Routes (CWSR) Fund. Details can be found in **Communities Committee Report 151/23** on 23 May 2023.



Engage with citizens and communities to deliver the right services in the right place at the right time

Due to a planned community engagement approach for the Scottish Census, Angus maintained a good return rate in comparison to other Local Authorities and we were commended for; 'Our expertise in supporting communities within Angus to take part and 'local knowledge and relationships, and your great effort, we would not have been able to reach those communities who required additional support and tailored information'.

Increase the supply of affordable housing and improve the council's current housing stock so it is fit for the future

External wall insulation was installed in approximately 400 homes to improve their energy efficiency and reduce heating costs.

Over the 2022/23 period, Angus Council continued to deliver high-quality housing through our Housing Revenue Account (HRA) Capital Programme to upgrade our existing homes and providing new affordable housing based on the needs of our citizens.

Key projects in 2022/23 included:

- Completion of 14 New Flats at Cliffburn in Arbroath
- Completion of 10 New affordable Housing units at Coronation Avenue in Montrose
- EN/Abling works to facilitate new-build projects including at Fraser Path in Arbroath and the Category B listed Invertay House in Monifieth
- EESSH (Energy Efficiency Standard for Social Housing) Contract delivering insulation upgrades to the fabric of existing homes, helping to reduce usage and bills for our tenants

- Fabric Upgrades: including a phase of Window replacements in Montrose using high-performance durable UPVC windows
- Energy Efficiency works to Sheltered Housing including Photovoltaic Panels with battery storage to save on energy costs for tenants
- Renewal Works: Including replacement of fencing, rainwater goods, railings and porches
- Kitchen and Bathrooms installations: A programme of targeted replacements was let based on identified need
- Aids and Adaptations: A contract successfully delivering upgrades including new bathrooms to suit individual tenants needs
- Repairs and Maintenance: A term contract is in place to deliver works on a responsive, as-required basis

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

Both primary and secondary legislation implementing the new style Local Development Plans received Royal Assent. Therefore, National Planning Framework 4 is now approved and in place as part of the Development Plan for Angus, alongside the current Angus Local Development Plan (2016). The Local Development Plan Guidance was published, and preparation of the next Local Development Plan has commenced.

Preparation work for the new style Development Plan Scheme and Participation Statement Evidence Report was started, with initial data gathering on a vast range of topics and places.

Our Council



Our Priorities

We want Angus Council to be efficient and effective

To do this we will:

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

Indicators

Measure	16/17	17/18	18/19	19/20	20/21	21/22	22/23	Target (23/24)
1. Gender pay gap as a percentage of the workforce	-0.40%	0.70%	-1.56%	-0.78%	-2.08%	-1.85%	-1.39%	0%
2. % of income due from Council Tax received	97.89%	97.83%	97.56%	97.40%	96.89%	97.19%	97.52%	98%
3. Actual outturn as a percentage of budgeted expenditure	97.31%	96.46%	95.49%	95.28%	95.09%	95.14%	96.27%	99%
4. Gross rent arrears as percentage of all rent due for year	7.74%	7.66%	9.23%	8.88%	8.49%	9.68%	11.55%	7%
5. % of rent due lost through properties being empty	1.16%	0.76%	0.86%	2.32%	4.43%	3.74%	4.33%	2.5%
6. The average number of working days per employee lost through sickness absence for teachers	6.46	6.30	7.08	7.50	4.21	5	N/A	4
7. The average number of working days per employee lost through sickness absence for all other council staff	10.82	12.14	14.03	13.46	10.53	10.22	N/A	9.35
8. % of our Change Programme savings targets we have achieved	N/A	N/A	93.54%	97.60%	94.95%	85.86%	97.61%	95%
9. Number of ACCESSLine enquiries	1,125	1,710	3,798	4,879	2,407	4,072	3,750	1,500
10. Health & Safety Executive Reported Accidents/Incidents	N/A	N/A	571	319	188	100	N/A	88
11. Proportion of operational buildings that are suitable for current use	91.41%	91.03%	93.92%	93.75%	93.79%	95%	95.59%	95%

Performance Updates

Angus Council employs a high proportion of people who live in Angus. This section outlines the wide range of activities led by the council to deliver on our vision to make Angus a great place to live, work and visit:

Indicator 1

The balance of the gender pay gap has shifted in favour of women over recent years but in 2021/22 the figure is moving towards the target of 0 (50/50 balance).

Indicator 2

Performance was a 0.33% improvement on the previous year and 0.52% above the target. A significant part of this will be the £150 Cost of Living Award deducted from annual Council Tax bills which equated to £6.3m for 41,775 households. This performance will be amongst the top performers in Scotland. It is necessary to point out that in percentage terms it will be difficult to sustain this performance in 2023/24 due to the loss of the £6.3m award, the cost-of-living crisis, inflation and the 6% rise in Council Tax. The service continues to participate in improvement activities with the Institute of Revenues Rating and Valuation.

Indicator 3

Actual outturn as a percentage of budgeted expenditure shows that the council had an underspend against its budget for the year. This arose for a wide variety of reasons including difficulties recruiting to vacant posts and the knock-on effect to delivery of other projects due to those vacancies. Further detail on the council's budget performance for 2022/23 are available in **Report 189/23**.

Indicators 4 and 5

The voids position at the end of 2023/24 has not improved and has increased to 4.33%. The reasons for poor void performance include:

- Issues with the previous contractor have impacted our ability to bring properties back into use while legal proceedings are ongoing.
- Areas of low demand stock, leading to void rent loss particularly in relation to sheltered housing.
- Delays being caused by difficulties with energy suppliers changing meters which has come to the attention of Scottish ministers.
- Due to the way void rent loss data is captured, it only accumulates when a property is relet, meaning that as properties come back into use, void performance may worsen before it improves.

Indicator 6

The average number of working days per employee lost through sickness absence for teachers remains over target but is moving closer to the target figure of four.

Indicator 7

The average number of working days per employee lost through sickness absence for all other council staff has continued to decrease. This is ascribed to the flexibility offered by the Agile programme and home working.

Indicator 8

The savings target for delivery of the Change Programme has already exceeded the target of 95%, returning 97.61% in 2022/23. This is the best performance to date and reflects the heightened priority given to achieving these savings, due to the challenging financial position that the council faces now and in the future.

Indicator 9

The target is set at a very challenging level in the aspiration that citizens receive the necessary services at the right time and outwith ACCESS line hours if that suits them. However, the number of calls has decreased by 322 which is encouraging. This reflects an expansion in the number of services available via digital channels and improved service delivery.

Indicator 10

There has been a reduction in the number of health and safety incidents reported which reflects the process introduced in 2020/21. This has highlighted training and better reporting, both of which takes the figure closer to the target of 88.

Indicator 11

As the Agile programme progresses, the council's footprint of buildings is continuing to reduce over time, and the remaining buildings are updated. This has resulted in the target of 95% being exceeded.

Action Plan Updates

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

The council has significantly increased the pace of change in recent years. Our latest Change Programme remains ambitious and covers every area of service with clear links to our Council Plan. Progress continues to be made through the programme in terms of transforming the council to be a better, stronger, sustainable, and smaller council, while delivering growth in our economy, supporting our people, and working to improve outcomes in line with our strategic place plans.

Work commenced on several projects that impacted on service delivery. This is an inevitable consequence of the year-on-year savings that have been achieved (£78.19m over past 10 years) resulting in more difficult options having to be examined to find a sustainable financial solution.

However, the aim was, and remains to engage with citizens to find new ways to deliver services in a more cost effective yet effective way. For example, a review of the kerbside recycling service started with a community engagement exercise which was completed in December 2022. 2,464 responses were received which has assisted in shaping the future design of the recycling services.

Support and challenge our workforce for the future based on our values to help us to achieve our vision and deliver our priorities

Work commenced in March 2022 to develop and improve our quality of business intelligence or 'Business Insights' in service areas across the council. This formed Phase 1 of the Business Insights project concluding in September 2022, resulting in a series of Challenge Panel meetings being held with all services.

The Challenge Panels established a menu of options, while highlighting the range of extremely difficult choices that required to be made. This work was linked to the development of the new five-year Council Plan, giving greater clarity to the priorities and values.

The new five-year Council Plan, Finance and Change Plan and Workforce Plan were agreed by council in March 2022, clearly aligning the council priorities to the finance and workforce available to deliver the priorities.



Develop a commercial approach where appropriate, to make the most of our limited resources

Several initiatives are in progress that look to increase the available income to Angus Council and include opportunities through the Tay Cities Deal, maximising external funding sources and supporting our partners in ANGUSalive to increase their income also.

Power BI (PBI) has been used to analyse and present data in a digital format and establish service dashboards to identify where and how our money is currently spent, and to achieve the savings to ensure the organisation is financially sustainable and delivering Best Value.

Identify any further opportunities for efficiencies in revenue budget

We have continued to work closely with ANGUSalive to support the development of their transformation programme. Reports were considered by council in September and November which endorsed a £1.3m investment programme to replace sports equipment across several sports centres in Angus. The reports outlined the first tranche of transformation initiatives against a backdrop of updated principles for the future strategic direction of ANGUSalive. Updated venue opening hours were agreed in principle, subject to staff consultation. Progress with the integration of Monifieth Library as part of an ambitious new-build integrated Community Hub facility were also presented.

Work has also progressed with Tayside Contracts to establish more efficient and effective ways of working that can deliver savings for the three constituent councils. This has also examined opportunities to improve income generation, along with areas where the council's requirements can be changed to make a saving – cleaning has been the focus for this review,

although other areas of service provision are being explored. Community Meals is another area that has been considered, and where benefits may be delivered using Tayside Contracts' Central Production Unit.

Further details on each Angus Alive and Tayside Contracts progress during 2022/23 can be found in their respective performance reports for the same period.

Identify efficiencies in capital spend through end-to-end review of programme and projects

The whole of the capital programme was reviewed over the course of the year resulting in the clarification of and realignment of the whole programme. This was principally to support the investment in Monifieth High School.

Like other businesses, Angus Council has been impacted by high inflationary pressures that has resulted in a need to re-examine and reprofile some priority projects.

Continue the rationalisation of our property

Following the pandemic, the Agile programme has moved on at pace and since April 2022 the following has been achieved:

- 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.
- Decrease mileage expenses costs for staff from £677,556 (2019/2020) to £276,496 (2020/2021) and 2021/2022 to £553,041 (against a budget of £844,520) due to interim COVID-19 policy of paying from home
- Decrease in the corporate estate carbon footprint by over 300 tonnes of CO² per annum (see Place indicator 2 above)
- Increased focus on health and wellbeing of staff, (see indicator 7 above) with reduced sickness absence

Further Sources of 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 2021/22 (published March 2023) was considered by the Scrutiny & Audit Committee at its meeting in June 2023 (**Report 177/23**).

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: **Scrutiny and Audit Committee Papers**.