



# Annual Performance Report | 2023-24

## Delivering Services for People

September 2024

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## Foreword

The new Council Plan – '[Delivering Services for People 2023-2028](#)' - was approved by the Council in March 2023. The plan sets out the council's vision, priorities and overarching strategic policy framework for the next five years, at a time when local government in Scotland faces financial and operating challenges on a scale never seen before.

Evidence suggests that the scale of these challenges is now having an impact on performance. National performance indicator trends suggest councils have reached a tipping point where the rate of decline has overtaken the rate of improvement.

Angus Council has already achieved significant saving from its core budget and yet faces making further substantial savings over the lifetime of this plan. This means that finding radical, wide-ranging, and innovative ways of tackling rising costs and reducing our budgets will continue to be central to our work. Our performance information and data are increasingly being used to inform those changes, along with other decisions that are made by the Council.

Over recent times, the council has also faced a wide range of additional operating challenges including the pandemic, storms, floods, and the Cost-of-Living crisis. Storm Babet in October 2023 had a profound impact on several communities across Angus, particularly Brechin. Responding to and recovering from these unforeseen events has had a significant impact on the council's overall performance as it re-prioritised key projects and diverted resources to ensure our citizens and communities were supported through those life-threatening events.

As part of the council's focus on being **efficient and effective**, it aims to work ever more closely with all citizens, communities, and partners to achieve a sustainable operating model for the future. Therefore, the clear links in the Council Plan to the Angus Community Plan are more important than ever, as is the need to focus the Community Planning Partnership's resources to support our **Economy, People** and **Place** and to drive forward our shared vision to ensure that **Angus is a great place to live, work and visit**.

We are pleased to present this Annual Performance Report which summarises and reflects on Angus Council's performance against its Council Plan priorities from 1 April 2023 to 31 March 2024 – the first full year.

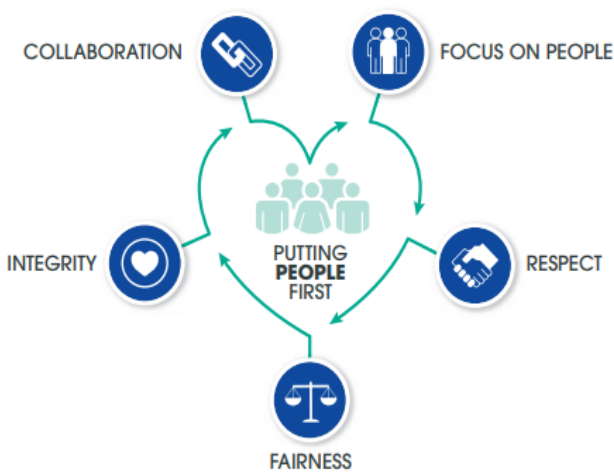
**Leader of Angus Council**

**Chief Executive of Angus Council**

## Our Vision



## Our Values



The Council's performance is founded on service delivery through all staff operating by Our Values. We continually work to embed these values and they guide our priorities and actions.

Adherence to these is vital, as putting people first should be our guiding principle externally (e.g. citizens, partners) and internally (e.g. staff).

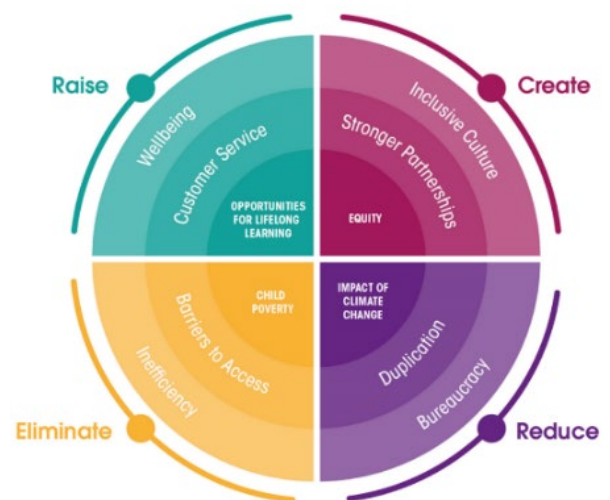
Our values are not only ethical and moral, but social and cultural, they are intrinsically related to the same factors

that promote health and wellbeing, family, community, and all our work. **Our Values underpin everything that we do.**

## Our Strategy on a Page

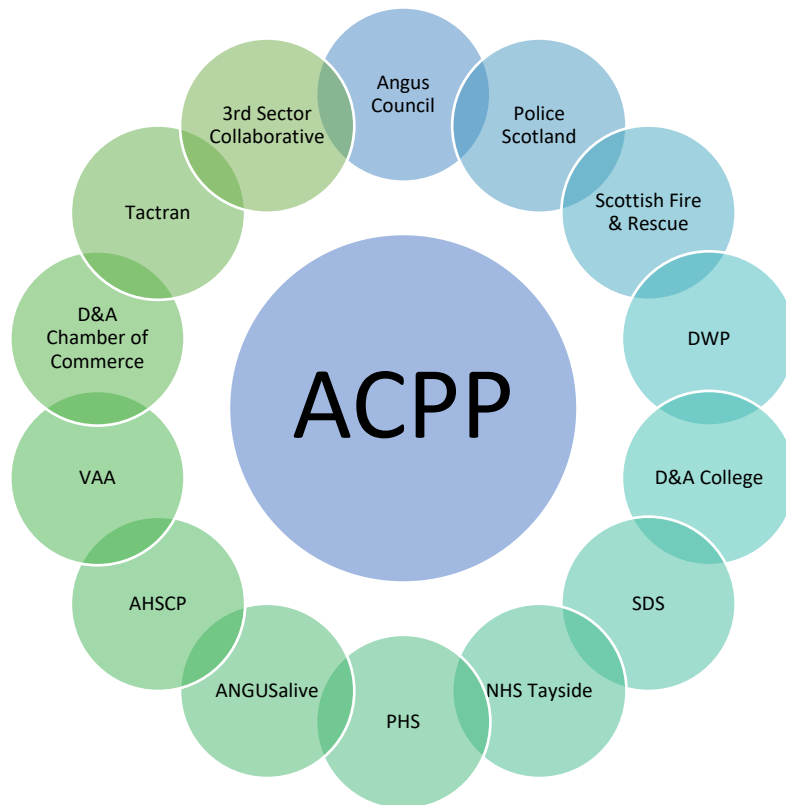
The Strategy on a Page is the key guide to our focus over the medium to long term, which was developed as our approach to recovery from the COVID-19 pandemic.

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



## Stronger Partnerships

The core vehicle for partnership working in Angus is through the Angus Community Planning Partnership (ACPP). The organisations involved in ACPP, along with its vision and priorities are set out below.



## Local Democracy

We also continue to encourage local democracy in our communities and particularly the work we do to support the network of Community Councils across Angus.

Community councils are the most local tier of statutory representation in Scotland. They bridge the gap between local authorities and communities and help to make public bodies aware of the opinions and needs of the communities they represent.

During 2023/24 the Community Council landscape in Angus consisted of 25 Community Councils.

## Angus Council Priorities: 2023/24 Performance

Alongside the delivery of the council's statutory functions, the council has also agreed a set of strategic priorities. These strategic priorities are aligned with those of Angus Community Planning Partnership and are set out below. The following report sets out the performance under each priority area for the period 1 April 2023 to 31 March 2024.



# Caring for the Economy

## Our Focus

In Caring for the Economy, the Council agreed that:

### We will:

- continue to support and deliver elements of the Tay Cities Deal
- support and deliver programmes that help people into work
- support businesses to grow and invest in Angus through our employment land and commercial property
- be more commercial in our approach to contracts and support growth of business locally whenever possible through a community wealth building approach

## Performance Overview

In Caring for the Economy, the Tay Cities Deal initiatives have advanced during 2023/24, including the Mercury Drone Ports business case development and the progression of the Angus Rural Mobility hub project. Other specific project development work is in progress. However, it will still be some time before the benefits, such as job creation, are fully realised from these long-term investments.

Employability initiatives also continue to be a focus, albeit this priority area is highly dependent upon decisions and funding from the Scottish Government. There are signs of long-term improvement, although Angus figures are below the Scottish average.

The participation rate for 16–19-year-olds in learning, training and work remains static in 2022/23 (latest LGBF data) compared to the previous year (93%). Significant effort is being made by Angus Council and partners to ensure all our young people are supported to achieve positive destinations.

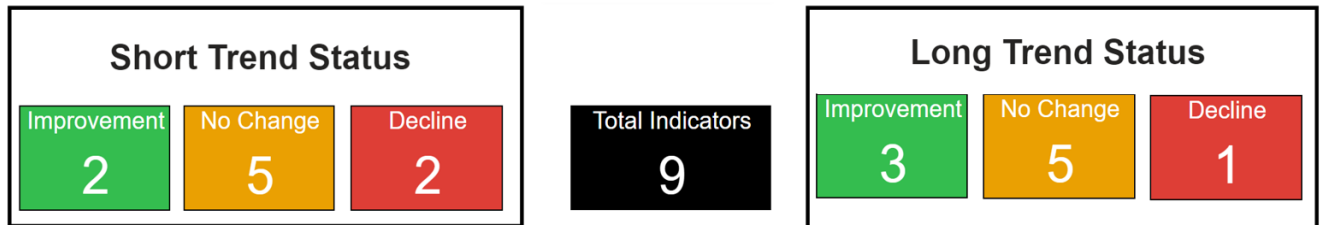
Where possible, procurement arrangements are also being aimed at supporting local suppliers and SMEs (where legally permissible), while maximising community benefits opportunities. The latest [Annual Procurement Report](#) covers this in more detail.

## Performance Indicators and Progress with Key actions

Performance Indicators are included in the Council Plan 2023-2028 to provide a proxy measure of progress against each of the priority areas. A detailed update for each of the indicators relating to the Caring for the Economy priorities can be found by using this [hyperlink](#).

In terms of the overall performance trends, the following illustration highlights the changes for:



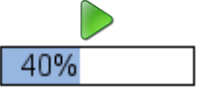




- Short term: comparison over 1 year
- Long term: comparison over 4 years


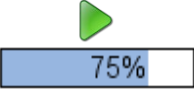


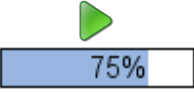
Both the short and long term trends indicate a relatively static/ mixed picture, albeit with slightly more indicators improving than declining in the long term.

An update on key actions related to the priorities is provided below.

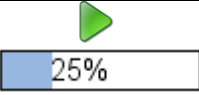
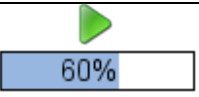
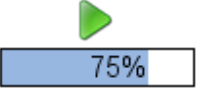
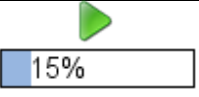


Continue to support and deliver elements of the Tay Cities Deal		
Key Actions	Progress Status	Updated Position as of 31 March 2024
<b>Support and deliver elements of the Tay Cities Deal to enhance the lives and opportunities of the region's citizens through sustainable economic growth:</b>		
<b>Mercury Drone Ports</b>		Business Justification Case approved on 24 March 2023. Now in delivery phase and exploring options with industry.
<b>Zero Four Business Park</b>		Memorandum of Understanding documented. Outline Business Case (OBC) in draft pending Landowner (Crown Estates Scotland) reviewing strategy on scheme phasing to accelerate statutory consents.
<b>Angus Rural Mobility Hub</b>		Approved OBC, Full Business Case (FBC) being updated following a request for a change in site location. In discussions to conclude land purchase, with Angus Council Committee approval to follow.
<b>Montrose 5G Project</b>		Project cancelled. Insufficient demand to make this project viable.
<b>Low Carbon Housing</b>		OBC is being drafted, consideration of appointment of external consultant to assist with this. Resident engagement planned with initial contact being positive. Pre-monitoring of properties to be arranged mid-late 2024. Conversations with local contractors and suppliers are being undertaken around the innovative technologies as well as local education bodies in relation to the upskilling element of the project.
<b>Digital Project</b>	 	Working in partnership with Perth and Kinross Council this £1million investment in Angus was enhanced by match funding from the UK Government Local Full Fibre Network programme.


Continue to support and deliver elements of the Tay Cities Deal		
Key Actions	Progress Status	Updated Position as of 31 March 2024
		The project in Angus improved wireless Internet connectivity utilising farms sites across Arbroath, Montrose, and Brechin to provide infrastructure for Council assets and other providers. Full Fibre was also provided to 50 Angus sites again to provide fibre infrastructure closer to residents and businesses. This was completed in March 2023.
<b>Centre for Sustainable Agricultural Innovation (CASI)</b>		Demand analysis has started on four CASI projects: Crop Quality Centre, Innovation Farm, Agri Tech Development Centre and Neutral Spirit Still. This is due to be completed in June 2024 along with an evaluation model to score the projects against spending objectives to determine which projects will progress to OBC stage.
<b>Tay Cities Engineering Partnership (TCEP)</b>		Following approval of the FBC by Joint Committee in March 2023, a Project Manager has been appointed to complete the refurbishment of the Engineering Partnership Innovation Centre (EPIC) centre, formalised the partnership agreement and is now delivering on the outcomes within the FBC.

Support businesses to grow and invest in Angus through our employment land and commercial property		
Key Actions	Key Actions	Updated Position as of 31 March 2024
<b>Collaborate with, and deliver support to key sectors to support businesses to grow and promote opportunities to invest in Angus</b>		Angus Council continues to deliver physical property (leasing of suitable property solutions) to key sectors in Angus across its commercial property portfolio. In addition, it is working with several private companies in Forfar and Montrose to generate

Support businesses to grow and invest in Angus through our employment land and commercial property		
Key Actions	Key Actions	Updated Position as of 31 March 2024
		development of vacant land, supporting the green economy and manufacturing sector.

Be more commercial in our approach to contracts and support growth of business locally whenever possible through a community wealth building approach		
Key Actions	Key Actions	Updated Position as of 31 March 2024
<b>Regional Collaboration - Test of Change - Facilities Management</b>		New consultant appointed and initial review meeting took place on 5/4/23. Angus has submitted initial information for consultant to review. Perth & Kinross Council is the lead authority on the project.
<b>Improve Procurement outcomes</b> Deliver procurement outcomes that support the wider strategic aims of the Council and the communities it serves, furthering local and national priorities		Going forward, improved procurement training and specific points of data capture within governance procedures re alignment to Council Priorities will support this initiative.
<b>Community Wealth Building:</b>		
<b>Set up a cross-service community wealth building working group within Angus Council</b> To explore ways to help mobilise our economic power and create an action plan		A group of officers has met on several occasions to develop an action and implementation plan. Work is ongoing to identify leads for each work stream internally. In future, the lead may be selected from another anchor organisation but initially, internal leads will be appointed to move forward at pace.
<b>Mapping existing Community Wealth Building</b> Establish what Angus Council already does that supports Community Wealth Building (CWB), under each of the 5 pillars		This work is ongoing and will underpin the activities of the working group and provide a foundation to build on.

**Be more commercial in our approach to contracts and support growth of business locally whenever possible through a community wealth building approach**

Key Actions	Key Actions	Updated Position as of 31 March 2024
<p><b>Establish Anchor Organisation Network</b></p> <p>Work to establish an anchor organisation network and integrate with the Community Planning Partnership group</p>		<p>Connections have been made with organisations such as NHS Tayside through its anchor strategy, and discussions have been held on increasing collaboration. An action plan is being finalised.</p>

## Caring for our People

### Our Focus

In Caring for our People, the Council agreed that:

#### We will:

- Maximise the uptake of universal supports available for families in Angus
- Support children, young people and adults to access appropriate opportunities which allow them to progress in their learning
- Protect those in our communities who are at risk of or have experienced significant harm
- When children cannot safely live at home, keep our children local in Angus providing for their education and family needs
- Deliver the Angus “Our Bright Futures Plan”
- work as a core partner of Angus Health and Social Care Partnership to meet the health and social care needs of adults

### Performance Overview

In Caring for our People, 2023/24 has continued to be extremely challenging as the cost-of-living crisis has impacted people across Angus.

Our services and partners have continued to address a range of rising need by increasing targeted support and working more collaboratively than ever before. For example, the council's Welfare Rights team was deployed within schools to ensure families were maximising available benefits.

Storm Babet (in October 2023) had a profound impact on Angus, particularly in the community of Brechin with significant flooding to homes and businesses from the unprecedented rainfall, despite significant investment in flood defences. Full recovery from this extreme event will take time and significant investment.

The Education and Lifelong Learning team continues to support young people with their development, learning and future opportunities. The Children, Families and Justice Service have also continued to prioritize its work in relation to [the Angus Promise](#).

Plans have progressed to invest in the children's residential estate to ensure that, where appropriate, children and young people can be cared for in Angus and reduce council

reliance on out of area care placements, which sometimes have poorer outcomes for the children.

There also continues to be a strong focus on addressing Child Poverty, and the associated demand. Managing demand pressures also features highly in the latest performance approach for adult social care, with a particular focus now on preventive and pro-active action through partnership working including AHSCP, Angus Alive and Voluntary Action Angus.

### Performance Indicators and Progress with Key Actions

Performance Indicators are included in the Council Plan 2023-2028 to provide a proxy measure of progress against each of the priority areas. A detailed update for each of the indicators relating to the Caring for our People priorities can be found by using this [hyperlink](#).

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- Short term: comparison over 1 year
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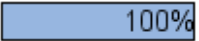








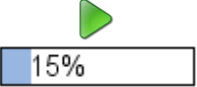
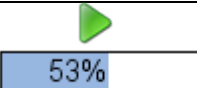


Both the short term and long term trends indicate a relatively mixed picture, albeit with slightly more indicators improving than declining.

2 indicators (short term) and 2 indicators (long term) do not have the relevant data to report the trend information.



An update on key actions related to the priorities is provided below.

**Maximise the uptake of universal supports available for families in Angus**


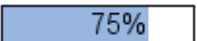
Key Actions	Progress Status	Updated Position as of 31 March 2024
<p><b>Achieve Scottish National Standards for Information &amp; Advice Services</b></p> <p>We will achieve national standards for information and advice services for our Welfare Rights Services</p>	<p>  </p>	<p>Accreditation awarded on 12/03/2024 to Type III for both benefits and money &amp; debt. Awarded to March 2027.</p>
<p><b>Develop Automated Welfare Rights Online Referral Form Interface to Advice Pro</b></p> <p>Improve efficiency of online referrals by automating them direct to core system</p>	<p>  </p>	<p>The Digital team progressed this project during 23/24, overcoming significant challenges while preserving IT security. All work is now complete, and testing concluded successfully. Will go live on 29 July 2024.</p>
<p><b>Implement &amp; Manage Maximise Angus Project</b></p> <p>We will implement and develop our Maximise Angus Service which provides access to financial wellbeing support in Angus schools</p>	<p>  </p>	<p>Following a successful first year, the project was suspended due to staffing issues. Further funding has since been secured to allow recruitment of one Financial Wellbeing Practitioner for a period of 23 months. The recruitment process is currently underway, and it is hoped this project can be reinstated shortly after the start of the new school year in August 2024.</p>
<p><b>Resettlement Support Team</b></p> <p>Establish team to provide targeted resettlement support to families and individuals</p>	<p>  </p>	<p>The council's resettlement team was set up in summer 2023 and fully operational by early 2024. A range of new actions and performance indicators have also been established to support this work and a further update with data will be provided in the 2024/25 annual performance report.</p>




Support children, young people, and adults to access appropriate opportunities which allow them to progress in their learning		
Key Actions	Progress Status	Updated Position as of 31 March 2024
<b>Manage the Angus learning estate in accordance with the principles agreed for the Angus Schools for the Future Programme</b>		<p>The outcome of the statutory consultation regarding proposals for changes to the Early Learning and Childcare (ELC) provision at Abbeyview Campus was agreed by the Family, Education and Justice Committee at the end of March 2024, subject to Scottish Ministers agreement.</p> <p>School roll forecasts are scrutinised annually to better understand the anticipated demand on the learning estate and where pressure points and capacity may be.</p>
<b>Monifieth High School</b> Replacement of Monifieth High School with new Monifieth Learning Campus		<p>The new build Monifieth Learning Campus project is progressing well, with no issues regarding timescales or budgets. The school is on track to open in August 2025, in line with requirements of the Learning Estate Investment Programme funding.</p>
<b>CLD: Awards and Accreditation</b> Offer accredited awards and non-accredited awards to adults engaged in adult learning activity		<p>A range of awards are offered to adult learners to allow them to progress in their learning. These include SQA Core Skills in ICT and communication.</p> <p>Adult Achievement Awards are delivered focusing on accrediting prior learning, Food Hygiene training is delivered as part of the numeracy program. These awards are available in a range of levels, and all take place face to face throughout Angus. All learning is free and takes place at the pace of the learner.</p> <p>59 awards have been completed in 2023/24.</p>
<b>CLD: Online Learning Provision</b>		<p>Most of our provision is delivered face to face throughout Angus. However, in response to need online learning can be delivered.</p> <p>Digital classes and drop-ins are available throughout Angus for anyone who wants to update or gain digital skills. This allows people</p>









Support children, young people, and adults to access appropriate opportunities which allow them to progress in their learning		
Key Actions	Progress Status	Updated Position as of 31 March 2024
Provide a range of online learning activity in every locality that encourages the development and use of appropriate digital skills.		to access a range of services, apply for jobs and manage their day-to-day life online. External funding provided by the Drug and Alcohol Partnership is supporting people through recovery to improve their digital skills.
<b>CLD: Trained Volunteers</b> Train and support volunteers to deliver digital skills and training in their own communities.	  100%	This Partnership project has been completed.

The Annual Education Plan is to be considered by the Family, Education & Justice Committee meeting on 24 September 2024. Further detail relating to progress with key actions will be included in that report.



Protect those in our communities who are at risk of or have experienced significant harm		
Key Actions	Progress Status	Updated Position as of 31 March 2024
<b>Coordinate Adult Protection Concern Reports</b> Information from Adult Concern Reports are shared with Community Housing Teams and supporting information requested to share at Early Screening Group Meetings. Notes added to system to highlight adult concern received.	  75%	Ongoing action. Housing Policy Officer now leads with coordinating Adult Concern Reports, carrying out research and obtaining relevant supporting information for sharing at weekly Early Screening Group. This also allows any actions to be monitored more effectively.

When children cannot safely live at home, we will keep our children local in Angus providing for their education and family needs		
Key Actions	Progress Status	Updated Position as of 31 March 2024
<p><b>Whole Family Support and Care in Angus</b></p> <p>Maintain a focus on whole family support, family-based care and keeping Angus children in Angus</p>	 <div style="border: 1px solid black; padding: 2px; display: inline-block;">Ongoing</div>	<p>Access to early help to ensure families remain together is being supported through the Angus Whole Family Wellbeing Programme. Extending the Glen Clova project capacity to support women and particularly parents, has begun with planned recruitment of two additional workers. Work has commenced this year on commissioning a third sector family support service for families with a child under 3; additional supports and services will be available to families commencing next year.</p>
<p><b>Extend Angus provision of residential care for children and young people</b></p> <p>Increase from 9 to 13 places (by 31st March 2025) - 50% complete</p>	 <div style="border: 1px solid black; padding: 2px; display: inline-block;">50%</div>	<p>Suitable property has been secured and plans in place for building, development, and registration during financial year 2024/25.</p>
<p><b>Children and Young People Mental Health and Wellbeing Programme Fund</b></p> <p>Monitor and report the impact of the Angus Children and Young People Mental Health and Wellbeing Programme</p>	 <div style="border: 1px solid black; padding: 2px; display: inline-block;">Ongoing</div>	<p>Services now established and delivering support across Angus:</p> <ul style="list-style-type: none"> <li>• Togetherall online counselling support.</li> <li>• CEDAR domestic abuse recovery programme being offered in 2 localities, with plans to increase next year.</li> <li>• Aberlour mental health and wellbeing programme completed in two primary schools and now being delivered in two further schools.</li> <li>• Clinical Psychology coaching for care experienced young people provided to staff working in residential and carers support.</li> <li>• Peer Mentoring Support for 12–16-year-olds offered across Angus by Penumbra and Hillcrest Futures (aligned to the adult service model).</li> <li>• Programme outcomes are reported via Angus Integrated Children's Services Partnership.</li> </ul>

Deliver the Angus “Our Bright Futures Plan”		
Key Actions	Progress Status	Updated Position as of 31 March 2024
The key actions in relation to “Our Bright Futures Plan” are being progressed through the work of the Angus Community Planning Partnership	 	Details of the work being progressed by the Council and its community planning partners will be included in the Angus Community Planning Partnership Performance Report for 2023/24, which will be considered at the Policy & Resources Committee in Autumn 2024.

Work as a core partner of Angus Health and Social Care Partnership to meet the health and social care needs of adults		
Key Actions	Progress Status	Updated Position as of 31 March 2024
<b>Review Social Care Billing Process</b> Review the end-to-end process for assessing, billing, and recovering payments for social care.	 	The follow up Internal Audit has been completed and its overall opinion of the level of assurance is of “Substantial Assurance.” i.e. regarding system adequacy “A sound system of governance, risk management and control exists, with internal controls operating effectively and being consistently applied to support the achievement of objectives in the area audited.”  The main outcomes are noted as follows: - there is an improvement plan, actions to address the issues highlighted in the original review have been implemented. There is monitoring of and reporting arrangements for the Improvement Plan.
<b>Seaton Grove – Alterations</b> We will carry out alterations works at Seaton Grove.	 	Design work commenced on revised programme to accommodate revised brief. Completion of works anticipated end of 2025.

**Work as a core partner of Angus Health and Social Care Partnership to meet the health and social care needs of adults**

Key Actions	Progress Status	Updated Position as of 31 March 2024
<p><b>Hospital Discharge Prevention Fund</b></p> <p>Ongoing action relating to the oversight of the Housing and Hospital Discharge Fund</p>	 <div style="border: 1px solid black; padding: 2px; display: inline-block;">Ongoing</div>	<p>The fund assists health and social care services to manage and reduce delayed discharge where a return to a person's own home is presenting as difficult.</p> <p>To address identified housing needs and to support people from all tenures to be discharged in a timely manner, annual funding of £10,000 is allocated to the Council's Housing service from Angus Health and Social Care Partnership to create a 'prevention fund' to support hospital discharges.</p> <p>The fund has supported 11 individuals during 2023/24 and helped to prevent delayed discharge in all cases.</p>
<p><b>Supported Accommodation Review</b></p> <p>Review supported accommodation provision in Angus progressing towards smaller, specialist units within a psychologically informed environment</p>	 <div style="border: 1px solid black; padding: 2px; display: inline-block;">50%</div>	<p>Research completed in 2022 and report supports the need to redirect funding from short term supported homeless accommodation to Housing First and specialist supported accommodation. Recommendations to be taken forward by Housing and Angus Health and Social Care Partnership (AHSCP).</p> <p>Supported Accommodation Planning group now established and meeting monthly. The project is led by AHSCP with representation from Housing Strategy and Locality Community Housing Teams.</p>

## Caring for our Place

### Our Focus

In Caring for our Place, the Council agreed that:

#### We will:

- take action to mitigate against climate change by delivering our Transition to Net Zero Action Plan: 2022 to 2030 and leading on the delivery of a Sustainable Energy Climate Action Plan (SECAP) for Angus to reduce area wide emissions
- reduce our energy use through a reduction in our property estate coupled with good management to reduce wasting energy
- produce a Local Development Plan for Angus
- ensure the provision of new houses in Angus
- ensure delivery of affordable housing via our Strategic Housing Investment Plan (SHIP)
- ensure that our housing estate is well maintained and invest in improvements
- deliver efficient waste services and encourage more recycling and cleaner streets
- maintain our roads, pavements, lighting, and other infrastructure efficiently and will focus on our priority routes and infrastructure
- support Angus Alive to transform its business to ensure a sustainable culture and leisure offer
- support Tayside Contracts to transform its business to ensure a sustainable service
- engage with communities to support their ambitions to deliver on local aspirations (e.g., community asset transfer requests, community gardens, food hubs)
- support the development of more active travel routes around Angus
- maximise funding opportunities and grants to the Third Sector and communities to support their ambitions to deliver services
- enhance and restore Angus Biodiversity, corporately and with a range of stakeholders

## Performance Overview

In Caring for our Place, environmental issues such as carbon reduction, recycling, active travel, and climate change have been the focus of the council's investment priorities.

Angus continues to perform well in recycling, although performance has dipped slightly due to a change in the way wood is recycled – it is now sent for biomass. In November 2023, Council agreed to implement a revised kerbside recycling service which aligned with national policy, delivers savings identified in the Council's Change Programme, and this will support an increase in recycling.

The new Monifieth Learning Campus (£65m), which was approved by Council as its main capital expenditure project, has been carefully designed to Passivhaus standards. This means that the building is extremely energy efficient making it cheaper to run and with a greatly reduced carbon footprint. Construction is well underway and on schedule for opening in August 2025.

Active travel initiatives have also been a key feature of this reporting period, including progress on the Arbroath Places for Everyone project, which aims to create an exemplary walking and cycling route, accessible to all, connecting destinations throughout Arbroath. It represents a once-in-a-lifetime, transformational project for Arbroath and serves as a catalyst for the development of further projects to support the regeneration of the town. Funding from the Scottish Government's Cycling, Walking and Safer Routes (CWSR) grant has been used to deliver several active travel projects such as accessibility improvements on the eastern edge of Brechin. Also there have been major improvements to NCN1 (National Cycle Network) at Monifieth and Carnoustie funded by the Scottish Government and delivered in partnership between Angus Council, Sustrans Scotland and Carnoustie Golf Links Trust management.

The council has continued to invest in flood management with the Arbroath Flood Protection scheme being completed at the end of 2022. However coastal erosion is now becoming a major concern, particularly on the Montrose coastline and future investment will be required to address this, along with consideration of future flooding risks across Angus, and particularly Brechin.

Community engagement events took place during 2023/24 in relation to four buildings previously operated by ANGUSALive, leading to the development of feasibility studies by community groups.

Housing performance has continued to be an area identified for improvement and an improvement plan was developed during 2023/24 to address a range of issues, including housing voids.

Improving the condition of the roads and infrastructure in Angus also continues to be a priority of the council, with the road network and several key bridges suffering considerable damage throughout the winter of 2023/24. These repairs have been funded by the Bellwin Scheme.

While supporting the just transition to net zero 2045 is also a priority for the Council, performance information indicates that while improvement is taking place, Angus performance trends for CO2 emissions area wide per capita (both within and outwith the control of the council) highlight poorer performance than the Scottish average.

### Performance Indicators and Progress with Key actions

Performance Indicators are included in the Council Plan 2023-2028 to provide a proxy measure of progress against each of the priority areas. A detailed update for each of the indicators relating to the Caring for our Place priorities can be found by using this [hyperlink](#).

In terms of the overall performance trends, the following illustration highlights the changes for:










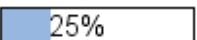
- Short term: comparison over 1 year
- Long term: comparison over 4 years



Both the short and long term trends indicate a decline in performance overall, with more indicators declining than improving.

5 indicators (short term) and 4 indicators (long term) do not have the relevant data to report the trend information.

An update on key actions related to the priorities is provided below.



Take action to mitigate against climate change by delivering our Transition to Net Zero Action Plan: 2022 to 2030 and leading on the delivery of a Sustainable Energy Climate Action Plan (SECAP) for Angus to reduce area wide emissions		
Key Actions	Progress Status	Updated Position as of 31 March 2024
<p><b>Transition to Net Zero - Local Code of Corporate Governance</b></p> <p>Update Local Code of Corporate Governance – embed the requirement to address Climate Change and Net Zero 2045 within the code</p>	 	Local Code of Corporate Governance update for 2023 now has Net Zero and Climate Change as part of the evidence and link to website action plan.
<p><b>Update Climate Change &amp; Net Zero 2045 to eLearning</b></p> <p>Add a Climate Change and Net Zero 2045 section to the Annual Governance Reminder eLearning</p>	 	Governance E-Learning Module now has a section for Climate Change and Net Zero.
<p><b>Mandatory e-Learning for staff</b></p>	 	In development. Due to be launched in early April 2024 with a time completion period of up to 30th September 2024.
<p><b>Embed climate change impacts into all Angus Council activities and decisions</b></p>	 	Sustainable Scotland Network Climate Change Impacts Assessment working groups guidance on inclusion in committee reporting was published in 2023. Angus Council committee report templates now include an Environmental Implications section.
<p><b>Review how learning for sustainability is planned across the curriculum</b></p> <p>National Context: Target 2030 – Scotland's Learning for Sustainability (Lfs) Action Plan states that every place of education should become a sustainable learning setting</p>	 	<p>AEP23-LEA-009 We will review how learning for sustainability is planned across the curriculum.</p> <p>From the 30 (56%) of head teachers who responded to the Learning for Sustainability in Angus survey in May 2024, 100% reported that Lfs is embedded in the curriculum to some extent. On a scale of 1 = to a very small extent, 5 = embedded throughout the curriculum, the average rating was <b>2.72</b>. This indicates that we are moving in the</p>









**Take action to mitigate against climate change by delivering our Transition to Net Zero Action Plan: 2022 to 2030 and leading on the delivery of a Sustainable Energy Climate Action Plan (SECAP) for Angus to reduce area wide emissions**

Key Actions	Progress Status	Updated Position as of 31 March 2024
Local Context: Whilst our settings have focused on developing approaches to outdoor education a strategic approach to Learning for Sustainability is yet to be developed in Angus		desired direction, but that most schools need to embed LfS more fully across the curriculum.


**Reduce our energy use through a reduction in our property estate coupled with good management to reduce wasting energy**

Key Actions	Progress Status	Updated Position as of 31 March 2024
<p><b>Road to Net Zero for Council Buildings Strategy</b></p> <p>We will develop a net zero for Council Buildings Strategy for non-housing buildings</p>		Road to Net Zero being developed in conjunction with Route to Net Zero revenue funding provided for the appointment of a consultant in 24/25. Collation of information and procurement of consultant progressing in 24/25.
<p><b>Asset Management Plan</b></p> <p>We will develop an Asset Management Strategy for non-housing buildings</p>		Upon review an entirely new Asset Management Plan and Policy requires to be developed which is a time-consuming process. Due to other demands this has not progressed as hoped but will be completed in year 24/25. A request to further extend the due date to 31 Oct 2024 has been approved.




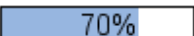
Reduce our energy use through a reduction in our property estate coupled with good management to reduce wasting energy		
Key Actions	Progress Status	Updated Position as of 31 March 2024
<p><b>Develop Local Heat and Energy Efficiency Strategy (LHEES) and Delivery Plan</b></p> <p>To improve the energy efficiency of buildings across Angus, and transition their heating to zero-emissions systems</p>	 	<p>The LHEES was developed during 2023/24 and is being considered by the Council in September 2024.</p>



Produce a Local Development Plan for Angus		
Key Actions	Progress Status	Updated Position as of 31 March 2024
<p><b>Prepare Annual Development Plan Scheme and Participation Statement</b></p>	 	<p>The 2024 Development Plan Scheme and Participation Statement was approved by Council in December 2024. This sets out the period for the preparation of the next Local Development Plan and how we will engage and consult with a wide range of stakeholders, organisations, and members of the public through the preparation of the Plan. Legislation requires that this the Development Plan Scheme and Preparation Statement is prepared annually, with the 2025 version being scheduled to go to Council in December 2025 for approval.</p>
<p><b>Preparation of Evidence Report</b></p>	 	<p>The Development Plan Scheme and Participation Statement noted that throughout 2024 the Evidence Report would be prepared and would then be brought to Council in February 2025 for approval to be submitted to the Gatecheck process in March 2025. Currently, the preparation of the Evidence Report is line to meet this deadline and progress has been made, including early engagement with several stakeholders, organisations, and Community Councils.</p>



Ensure the provision of new houses in Angus		
Key Actions	Progress Status	Updated Position as of 31 March 2024
<p>See relevant actions as follows:</p> <ul style="list-style-type: none"> <li>• Produce a Local Development Plan for Angus</li> <li>• Ensure delivery of affordable housing via our Strategic Housing Investment Plan (SHIP)</li> </ul>	<p>See page 26</p> <p>See pages 27 and 28</p>	<p>This priority to 'Ensure the provision of new houses in Angus' is dependent on Government funding for affordable housing, and private house builders to build on the allocated sites in the Local Development Plan. The Council's main Planning Authority input is for ensuring that there is enough allocated and developable land to meet the Housing Targets in the Local Housing Strategy and the Minimum All Tenure Housing Land Requirement and Local Housing Land Requirements in the new Local Development Plan going forward. The Council Planning Authority also carries out monitoring of completions through the Housing Land Audit.</p> <p>The Council's Housing service leads on the preparation of the Strategic Housing Investment Plan (SHIP). The SHIP is prepared by the Council in its role as the Strategic Housing Authority and ensures that the Council, and its partners, deliver housing which meets the needs of the local community and informs Scottish Government investment decisions. The latest <a href="#">SHIP</a> was agreed by the Communities Committee in November 2023.</p>



Ensure delivery of affordable housing via our Strategic Housing Investment Plan (SHIP)		
Key Actions	Progress Status	Updated Position as of 31 March 2024
<p><b>Successful delivery of the Strategic Housing Investment Plan</b></p>		<p>The Council and Registered Social Landlords (RSL) partners continue to face a challenging operating environment due to the ongoing UK economic situation and Scottish Government</p>

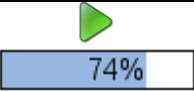
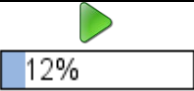

Ensure delivery of affordable housing via our Strategic Housing Investment Plan (SHIP)		
Key Actions	Progress Status	Updated Position as of 31 March 2024
Provision of a range of affordable housing		<p>announcement in December 2023 that the budget for the Affordable Housing Supply Programme will be cut by 26%.</p> <p>Despite these challenges we were still able to spend 98% of our Affordable Housing Supply Programme (AHSP) funding allocation of £8,799,502 in 2023/24. Work is ongoing to review the current Strategic Housing Investment Plan to meet the reduced AHSP funding allocation of £6.846m which equates to a 24% reduction of funding from 23/24.</p>

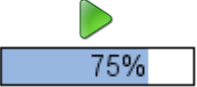
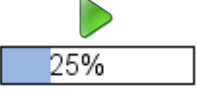
Ensure that our housing estate is well maintained and invest in improvements		
Key Actions	Progress Status	Updated Position as of 31 March 2024
<p><b>RAAC (Reinforced Autoclaved Aerated Concrete) Roof Inspections</b></p> <p>Implement roof inspection programme for Angus Council properties affected by Reinforced Autoclaved Aerated Concrete (RAAC)</p>	 	Roof inspection programme in place and will continue until options appraisal completed for properties affected.
<p><b>Flood Damaged Housing in Brechin</b></p> <p>Complete an options appraisal for flood damaged housing stock in Brechin</p>	 	Options appraisal currently in progress and on track. Consultants will have completed their final report by end September.


Deliver efficient waste services and encourage more recycling and cleaner streets		
Key Actions	Progress Status	Updated Position as of 31 March 2024
<b>Introduce Revised Kerbside Recycling Project</b> Increase recycling and reduce disposal costs	 	This project was implemented following a Participatory Budgeting Approach with extensive engagement with the communities of Angus.

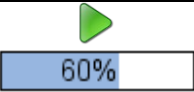
Maintain our roads, pavements, lighting, and other infrastructure efficiently and will focus on our priority routes and infrastructure		
Key Actions	Progress Status	Updated Position as of 31 March 2024
<b>Roads Infrastructure Capital Maintenance</b> Implement roads improvement works through the available capital plan budget allowance, plus additional works through £1m additional budget allocation	 	Works were progressed on a priority basis during the financial year 2023/24 with the areas of improvement undertaken across several types of initiatives as follows: <ul style="list-style-type: none"> <li>• Footway/ carriageway resurfacing</li> <li>• Permanent pothole repairs</li> <li>• Road drainage improvements</li> <li>• Surface dressing</li> </ul>



Support Angus Alive to transform its business to ensure a sustainable culture and leisure offer		
Key Actions	Progress Status	Updated Position as of 31 March 2024
<b>Strategic Commissioning: Angus Alive</b> To support Angus Alive transform to a sustainable model of service delivery	 	Delivered a series of community engagement events in relation to the potential future use of Arbroath Community Centre; Inglis Memorial Hall, Edzell; the Gateway to the Glens Museum, Kirriemuir;

Support Angus Alive to transform its business to ensure a sustainable culture and leisure offer		
Key Actions	Progress Status	Updated Position as of 31 March 2024
		and the Town House Museum, Brechin. Feasibility studies were subsequently initiated.
<p><b>Continue development work with Angus Alive to align priorities</b></p> <p>Consider a range of issues related to strategic alignment with Council priorities</p>		<p>Angus Alive's Business Plan incorporating transformation proposals was agreed at the Council budget setting meeting in March 2023 (subject to agreed change process). Several of the initiatives identified in the Business Plan are in progress and Angus Alive's Transformation Programme will continue to be developed over the next few years.</p>
<p><b>Angus Alive – Monikie &amp; Crombie Investment Planning</b></p> <p>Support Angus Alive to develop investment proposals for Monikie &amp; Crombie Country Parks. This is on basis that Council is responsible for infrastructure investment with Angus Alive holding a license to occupy and operational responsibility</p>		<p>Phase 1 feasibility report completed by Glamis Consultancy.</p> <p>Urban Foresight was procured and appointed to support the development of a subsequent levelling up fund bid. This included a public engagement exercise, however, was not progressed due to Levelling Up fund not being available to support a bid.</p>
<p><b>Adequate Storage of Archive Documents</b></p> <p>We will work with ANGUSalive to ensure adequate storage for archived documents.</p>		<p>Significant work has been undertaken to complete an options appraisal. This has identified a preferred solution. However, the emerging property strategy may impact the recommendation from that OA. It is therefore prudent to pause a final decision until further detail is available. In terms of the origins of this action (from the Record Keeper of Scotland relating to having sufficient space for expansion of Archives and Collections) there are identified solutions, and it is therefore now down to timing of implementation.</p>

Support Angus Alive to transform its business to ensure a sustainable culture and leisure offer		
Key Actions	Progress Status	Updated Position as of 31 March 2024
<p><b>Angus Alive - Review of Services at Montrose Basin LNR</b></p> <p>Angus Alive have proposed to stop their current service provision at Montrose Basin via their Business Plan. An alternative delivery model requires to be considered by the Council along with legal obligations to inform the best way forward</p>		<p>Good progress made and new arrangements put in place for wildfowling permits from summer 2024.</p>
<p><b>Angus Alive - Agreements Review and Update</b></p> <p>This project has been established as part of the overall Angus Alive Transformation Programme. Its objective is to bring all the agreements between the Council and Angus Alive up to date having not been reviewed since they were established in 2015</p>		<p>The matter is now progressing and a project plan has been devised between Strategic Commissioning and Legal colleagues which has been shared with the Angus Alive Board with indicative timescales. This addresses the Dual Use Agreement, Licence to Occupy and the actual SLA governing what AA are to be delivering, and to what standard. Going forward the Strategic Commissioning function will monitor delivery against SLA requirements and use this information to ensure appropriate service delivery.</p>

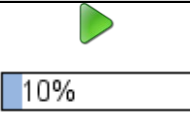
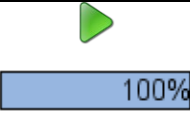
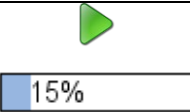
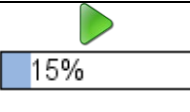
Support Tayside Contracts to transform its business to ensure a sustainable service		
Key Actions	Progress Status	Updated Position as of 31 March 2024
<p><b>Strategic Commissioning: Tayside Contracts</b></p> <p>To support Tayside Contracts transform to a sustainable model of service delivery</p>		<p>Design and deliver partnership workshop including Dundee City and Perth &amp; Kinross Councils to examine areas for improving current service delivery arrangements.</p> <p>Contribute to other pan-tayside related workshops in relation to Facilities Management services.</p>


Support Tayside Contracts to transform its business to ensure a sustainable service		
Key Actions	Progress Status	Updated Position as of 31 March 2024
<p><b>Continue development work with Tayside Contracts to align priorities</b></p> <p>Consider a range of issues related to strategic alignment with council priorities</p>		<p>Work with TC and services continues to monitor existing service delivery, identify areas for improvement, saving and income generation. Transformation is focused on several service delivery areas which have been progressed with a view to identifying future savings projects across the Tayside Councils through Tayside Contracts. 3 tests of Change are also in progress to examine Fleet, Construction and Facilities Management services. Tayside Contracts are exploring number of commercial avenues with the potential to increase income generation.</p>



Engage with communities to support their ambitions to deliver on local aspirations (e.g., community asset transfer requests, community gardens, food hubs)		
Key Actions	Progress Status	Updated Position as of 31 March 2024
<p><b>Deliver capacity building support to community groups</b></p> <p>To engage in place framework, community ownership and other activities in line with Community Empowerment (Scotland) Act 2015</p>		<p>A comprehensive Community Development Programme of Support was launched in June 2023 in partnership with Angus Rural Partnership, funded by the UKSPF and the CLLD fund.</p> <p>A Place Framework Approach has been developed and was approved at Angus Council in June 2024. Engagement and delivery will begin in the two towns of Brechin and Montrose.</p>
<p><b>Open Space and Play Strategy</b></p> <p>Undertake audit and prepare strategy in conjunction with Planning colleagues</p>		<p>Preparation for qualitative open space audit has been completed. Audit visits scheduled during the first three months of 2024.</p>



**Support the development of more active travel routes around Angus**

Key Actions	Progress Status	Updated Position as of 31 March 2024
<p><b>National Cycle Network (NCN) Improvements</b></p> <p>Deliver improvements to the network that provides a consistent user experience and better accessibility for all in line with Sustrans NCN Development Programme</p>		<p>Two sections on the NCN at Elliot Links and Barry Station were delivered with additional sections at Monifieth and Carnoustie due to be complete by early summer 2024. Funding for addressing accessibility on the NCN has been confirmed for 2024 – 2025.</p>
<p><b>Cycling Walking Safer Routes (CWSR)</b></p> <p>Continue to deliver a range of active travel projects across Angus that are driven by the annual public consultation process</p>		<p>Three construction projects and four feasibility/studies completed. 2024 – 2025 public consultation to take place on Engage Angus site.</p>
<p><b>Pipeline of Projects and Active Travel Strategy</b></p> <p>Further add to the pipeline of projects and identify potential funding streams to allow for their delivery. Refresh active travel strategy</p>		<p>Pipeline of projects organised with a view to deliver some projects with 2024 – 2025 funding. Preparation of active travel refresh underway.</p>
<p><b>Arbroath A Place for Everyone</b></p> <p>Investment project that will make it easier to walk, cycle or use a wheelchair on Ladyloan and Burnside Drive in Arbroath</p>		<p>Procurement completed and now commenced on site.</p>

Maximise funding opportunities and grants to the Third Sector and communities to support their ambitions to deliver services		
Key Actions	Progress Status	Updated Position as of 31 March 2024
<b>Record all external funding secured and evidence impact</b>	 <div style="border: 1px solid black; padding: 2px; display: inline-block;">Ongoing</div>	A Grant Register is now in place and all staff have been updated on the procedures. All information has been updated on the website. Service Leaders are accountable for ensuring the register is updated when receiving or distributing externally funded grants.

Enhance and restore Angus Biodiversity, corporately and with a range of stakeholders		
Key Actions	Progress Status	Updated Position as of 31 March 2024
<b>Woodland Management Plan</b> Undertake audit and prepare strategy in conjunction with Scottish Forestry	 <div style="border: 1px solid black; padding: 2px; display: inline-block;">  </div>	First of seven draft Woodland Management Plans completed.

# Angus Council is Efficient and Effective

## Our Focus

In making Angus Council efficient and Effective, the Council agreed that:

### We will:

- ensure our workforce is supported through organisational change
- modernise our workforce and retrain staff where appropriate
- continue to develop our approach to agile working
- continue to develop 24/7 digital services to improve access to our services
- continue to support face to face appointments wherever possible
- deliver our change programme

## Performance Overview

The Angus Council is Efficient and Effective theme has continued to perform well in delivery of the Change Programme savings for 2023/24, where delivery against a target value of £13.3m achieved 93%, slightly below the target of 95%. Extensive work was undertaken by the Council's Leadership Forum during 2023/24 to help develop the next iteration of the Change Programme covering the 3-year period 2024/25 to 2026/27.

The Council is also engaged in the national transformational work being progressed by SOLACE and the Improvement Service in relation to public service reform.

The roll-out of the Council's Digital Strategy continued with improvements implemented in relation to the migration of systems/ data to cloud hosted servers, the introduction of multi-factor authentication to improve cyber security and supporting the investigation of emerging technology, including potential use cases for AI.

Significant support was again provided to Angus Alive and Tayside Contracts over the period, supporting their transformation programmes.

During 2023/24 the organisational development team launched our 'Fit for the Future' staff engagement and support programme, focussed on staff health and wellbeing, while providing a focus on engagement and sharing key information across the organisation, while listening to staff views.

The Finance team also completed key areas of improvement work in relation to the implementation of a long-term financial planning framework, along with updating of treasury management practices.

The Governance review was also completed. This included an extensive re-write of the Council's Standing Orders to ensure that they reflected good practice and were compliant with legislative requirements. Changes were also made to the Terms of Reference of Committees, the Scheme of Delegation to Officers and the introduction of a Member/Officer Protocol, as well as the introduction of new Procurement Standing Orders.

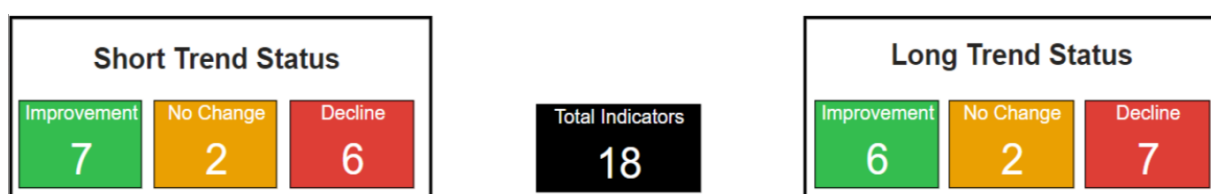
Progress was also made to support further development of the Council's performance-led (PLED) programme through the establishment of a new Data Strategy Board that will lead the enabling work required to drive greater value from our data, while also driving forward the requirement to embed the PLED annual improvement cycle into our ways of working across all services.

### Performance Indicators and Progress with Key actions

Performance Indicators are included in the Council Plan 2023-2028 to provide a proxy measure of progress against each of the priority areas. A detailed update for each of the indicators relating to the Council being efficient and effective priorities can be found by using this [hyperlink](#).

In terms of the overall performance trends, the following illustration highlights the changes for:


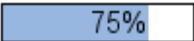
- Short term: comparison over 1 year
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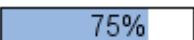


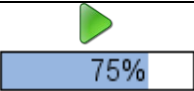

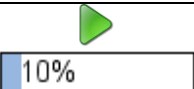

Both the short and long term trends indicate a relatively mixed picture, albeit with slightly more indicators improving than declining in short term and vice versa in the long term.

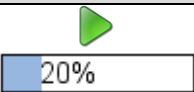
3 indicators (short term) and 3 indicators (long term) do not have the relevant data to report the trend information.

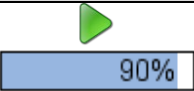

An update on key actions related to the priorities is provided below.

Ensure our workforce is supported through organisational change		
Key Actions	Progress Status	Updated Position as of 31 March 2024
<p><b>Develop Directorate Workforce Plans</b></p> <p>Workforce planning sessions are underway with Service Leaders and Directors. They are focused on improving our use of people data, identifying likely requirements and actions needed to ensure resilience and development of services. Directorate plans will be completed January – March 2024.</p>	<p></p> <p></p>	<p>The corporate need has been identified and services have confirmed that actions are in hand to address their own Directorate needs. The discussions with services included specific issues in relation to succession planning. This has recently been considered by the Council's Senior Officer Leadership Team (CLT) and a range of actions have been agreed. A new item is also to be included in the Corporate Risk Register related to 'sustainable workforce' in recognition of the recruitment, retention and succession planning challenges facing the Council. Workforce planning is also part of Audit Scotland's thematic work being progressed nationally and the Council will also be assessed through that process. Completion date now planned for 31 October 2024</p>



Modernise our workforce and retrain staff where appropriate		
Key Actions	Progress Status	Updated Position as of 31 March 2024
<p><b>Implement Service Reviews</b></p> <p>Legal services and FM reviews in terms of capacity and capability of leadership and individuals</p>	<p></p> <p></p>	<p>FM Support Review completed. Legal Service Review - objectives of review delivered, so closed off as a service review project. Also, further objectives now to deliver on in terms of potential savings therefore a new Service Review will be undertaken in 2024. Savings still deliverable.</p>
<p><b>Develop staff resources and skills</b></p>	<p></p> <p></p>	<p>Benefits realisation training in development supported by OD colleagues. This will be aligned with an updated approach to</p>

<b>Modernise our workforce and retrain staff where appropriate</b>		
<b>Key Actions</b>	<b>Progress Status</b>	<b>Updated Position as of 31 March 2024</b>
To support delivering service transformation		recording benefits arising from projects and programmes. The timescale has been extended to reflect the scope of this work.
<b>Procurement Training Plans</b> Ensure that detailed training records are held for staff involved in procurement activity.		A central record of procurement training is held and links in with the Council's Scheme of Delegation. This will be updated as appropriate following update of the e-learning courses
<b>Ensure the ELL workforce is trauma informed</b> National Context: The Promise states that our workforce should be trauma informed. Local Context: Having a trauma informed workforce is an Angus Council priority.		By June 2024 staff in almost all schools had completed NES (National Education Scotland) Modules 1 and 2 Trauma Skilled Practice level. These modules have now been added to Always Learning with an added evaluation form to track future completion. Information about the modules, including expectations relating to staff completion of the course, was shared in June 2024. A reminder, along with an accompanying refresher course will be shared at the beginning of session 2024/25.
<b>Assets Service – Service Review</b> Carry out a service review to ensure our service is the right size with the right skills to deliver future requirements of Council		First engagement session complete and further sessions planned. In the data collection stage.
<b>Ensure all PTs &amp; DHTs have access to professional learning related to leadership development</b> Head Teachers have identified leadership development as a focus their professional learning related to vision and ambition of SAC		Five Cohorts have now completed the Leadership Development Programme with the Mudd Partnership. All participants have provided positive feedback on the value of this professional learning. Evaluations have informed the structure and content of the programme planned for session 2024/25.


Continue to develop our approach to agile working		
Key Actions	Progress Status	Updated Position as of 31 March 2024
<p><b>Develop Agile 3</b></p> <p>Develop to consider further savings in the estate operating costs and carbon footprint, specifically by assessing the future suitability of Angus House. Agile Phase 3 is included in the Change Plan with a saving target of £375k</p>		<p>Angus Council Committee 9 May 2024 approved the marketing of Angus House, Forfar for part lease if sub-divided into smaller suites, full lease, or sale, all for a period of 18 months for the purpose of informing future estate rationalisation options.</p>

Continue to develop 24/7 digital services to improve access to our services		
Key Actions	Progress Status	Updated Position as of 31 March 2024
<p><b>Digital Strategy and Technology Roadmap</b></p> <p>Update to technology roadmap required to reflect new workstyles, Scotland's digital strategy and Audit Scotland's Digital Progress</p>		<p>Ideally, the Angus Council Digital Strategy would be aligned with the Scottish Government/LGDO Digital Strategy. This was due to be refreshed at the end of 2023 and then early in 2024. It is likely now to be delivered in Q3 2024. The service is attempting to understand the launch date so there is alignment but if further delayed, will look to have our Digital Strategy approved before and accept potential lack of alignment.</p>
<p><b>Migrate Core Services to the cloud</b></p> <p>To support the digital strategy and technology roadmap and to provide more effective and flexible services, we will</p>		<p>More core systems have been migrated to the cloud to provide more effective and efficient services and an enhanced customer experience.</p>

**Continue to develop 24/7 digital services to improve access to our services**

Key Actions	Progress Status	Updated Position as of 31 March 2024
continue to migrate our core information technology services to the cloud		
<p><b>Implement Multi-Factor Authentication (MFA)</b></p> <p>A key cyber security mitigation is to implement Multi Factor Authentication (MFA). This additional level of protection is the biggest single step we can take as an organisation to protect ourselves from unauthorised or malicious access to our systems</p>		MFA has been implemented as a key cyber security mitigation and to provide staff with additional flexibility in terms of remote working and Bring Your Own Device (BYOD) access.
<p><b>Investigate emerging technology</b></p> <p>Investigate how emerging technology e.g. Generative AI (Artificial Intelligence) and robotic process automation can support the delivery of more efficient and effective services</p>		Engagement with key suppliers to determine 'art of the possible' and with other LAs and Digital Office to identify best practice. Event planned for 13 <sup>th</sup> June 2024.

**Continue to support face to face appointments wherever possible**





Key Actions	Progress Status	Updated Position as of 31 March 2024
<b>CLD: Deliver a full programme of learning and development</b>		Work in schools and communities is target to those young people and adults who might benefit most. Over 95% of delivery of CLD work within the Vibrant Communities service is delivered face to










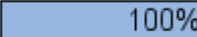
**Continue to support face to face appointments wherever possible**




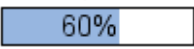

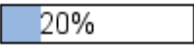

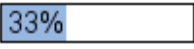
Key Actions	Progress Status	Updated Position as of 31 March 2024
<p>Deliver a full programme of adult learning, youth work and community development projects and activities to support accredited awards and other learning outcomes and increase community capacity across Angus</p>		<p>face. Adult Learners are gaining essential digital, numeracy, literacy and ESOL skills for participation in everyday life.</p> <p>Evaluations through Youth Work are showing young people are more motivated to learn and achieve more because of the support.</p> <p>Community organisations have gained essential skills and knowledge through the Community Development programme of support to take forward community-led activity.</p>

**Deliver our change programme**

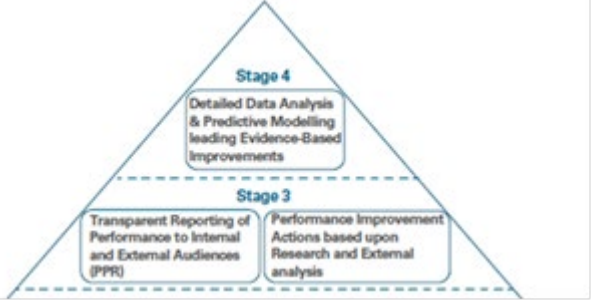



Key Actions	Progress Status	Updated Position as of 31 March 2024
<p><b>Change Programme Development for 2024/25 budget</b></p>	 	<p>Developed the Council's Change Programme for budget setting in February 2024, including engaging the leadership fora in ideas generation. Finance &amp; Change Plan also updated.</p>
<p><b>National Transformation Work</b></p> <p>Contribute to the initiative that is being led by SOLACE and the Improvement Service linked to 6 anchors to radically rethink the future shape of local government in Scotland</p>	 	<p>Established Council input and framework to engage and be connected to this emerging work nationally.</p>


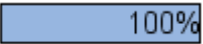
Deliver our change programme		
Key Actions	Progress Status	Updated Position as of 31 March 2024
<p><b>Develop detailed Business Insights</b></p> <p>Support a more detailed understanding of Council spend versus performance and outcomes</p>	 	<p>Phase 2 of the Business Insights initiative is complete. Each Directorate has been provided with a Power BI report which includes current year financial information, 4-year trend (budget v actual spend), and establishment data.</p>

Other Actions to Highlight		
Key Actions	Progress Status	Updated Position as of 31 March 2024
<p><b>Service Concessions Accounting Review</b></p>	 	<p>Review complete and provided £22.9m of one-off savings and £2.9m of ongoing savings from 2023/24 (Report 55/23 refers).</p>
<p><b>Long Term Financial Planning Framework</b></p>	 	<p>Submission by Director of Finance to 7 September 2023 Council of Report 241/23. The Framework provides the Council with a long-term financial planning framework. The report also included the Council's first financial resilience assessment.</p>
<p><b>Treasury Management Practices</b></p>	 	<p>Submission by the Director of Finance to 22 August 2023 Scrutiny &amp; Audit in the 2022/23 Treasury Management Annual report. This included reporting a full review and updating of the Treasury Management Practices, the day-to-day operational treasury rules and policies, to ensure ongoing compliance with the CIPFA Treasury Management in Public Services Code of Practice.</p>

Other Actions to Highlight		
Key Actions	Progress Status	Updated Position as of 31 March 2024
<p><b>Develop detailed Service Plans</b></p> <p>From 2023 BV Audit - The Council will provide an appropriate level of service plan information, linked to the current Council Plan priorities, as part of its budget setting papers for FY 2024/25 (February/ March 2024)</p>	 	<p>Work completed for 2024 budget setting meeting on 29 February 2024. New service plan section added to Council Plan (2024 update).</p>
<p><b>Continue development work with Voluntary Action Angus to align priorities</b></p> <p>Improved understanding of council needs in relation to delivering priorities; Evidence of aspects where partner will improve contribution; Evidence to exhibit future partners actions (e.g. agreed action plan or similar)</p>	 	<p>Work continues with VAA to better align 3rd sector partnerships through the Transforming Services group and through leadership sharing on the Angus Community Planning Partnership. The Agreement held between the Council and VAA has been transitioning into an outcome focused agreement which has served as a template for more trusted and improved service delivery arrangements.</p>
<p><b>Embed PLED Stages 1 &amp; 2</b></p> <p>Embed the Annual Plan Do Review across the services streamline our service planning and performance report through the Performance Management System</p>	 	<p>All services completed PLED stages 1 &amp; 2 during 2022/2023 and the focus for improvement shifted towards service planning in 2023/24. Service planning information was included in the Council Plan update in February 2024. An audit of progress was also initiated in 2023/24 and the outcome of that audit will provide feedback on the focus for future improvement activity to embed PLED in our ways of working.</p>
<p><b>Progress PLED Stages 3 &amp; 4</b></p>	 	<p>Progress based on related actions linked to stage 3. Stage 4 not yet commenced and requires to be extended in line with Angus Data Strategy roadmap.</p> <p>Stage 3 of the PLED programme is continuing to be progressed. This includes Business Insights and Service level Dashboards using Power</p>

**Other Actions to Highlight**

Key Actions	Progress Status	Updated Position as of 31 March 2024
		<p>BI to present key data. Dashboards to report Council Plan performance are being developed. Angus Data Project launched with an end date of 31 December 2029. Stage 4 of the PLED programme will be dependent upon progressing the Angus Data Project as a key enabling piece of work to support predictive analytics.</p>
<p><b>Data Maturity &amp; Pathways Project</b></p> <p>Activities covering the next six months of the DMPP programme including research, communications, workshops, and survey to inform the creation of Angus Councils Data Transformation plans</p>		<p>Completed the Council's Data Maturity &amp; Pathways project and established new Data Strategy Board and project governance arrangements. This is an enabling project to support the Council progress stages 3 and 4 of the Performance Led (PLED) programme.</p>
<p><b>Angus Data Project</b></p> <p>This project will develop, deliver and co-ordinate the Data Strategy and action plan emerging from the Data Maturity &amp; Pathways Project</p>		<p>This initiative has been established with a governance structure which includes 5 workstreams to progress over the next 5-year period. This includes Data Foundations; Data Governance; Data Architecture; Data Analytics; and Data Skills.</p>
<p><b>Develop Strategic Needs Assessment</b></p> <p>The SNA will be based on a range of data reflecting the strategic needs of the population of Angus. This will be used to inform the Council's future priorities and where it</p>		<p>This action has been established as part of the emerging work of the new Governance, Change &amp; Strategic Policy service. This will be progressed over the next 12 to 18 months and will help to inform our decisions to make best use of our finite resources. This will inform how we transform and shape the future of the Council.</p>

Other Actions to Highlight		
Key Actions	Progress Status	Updated Position as of 31 March 2024
should be investing its resources to meet the identified needs and demands		
<p><b>Governance Review</b></p> <p>A Member Officer Working Group (MOWG) was set up to review key documents that make up the governance framework of the Council, including the Standing Orders, the Order of Reference of Committees, and the Scheme of Delegation to Officers.</p>	 	<p>The new Standing Orders, Committee Terms of Reference, Officer Delegated Powers and a Protocol for Relations between Members and Officers came into force on 1 January 2024. New Procurement Standing Orders came into force on 1 April 2024. These are being kept under review and any further changes required will be discussed with the MOWG in the first instance.</p>

## 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](#)' 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. These pages are currently under review and will be updated shortly.

An analysis of service performance in relation to the Local Government Benchmarking Framework indicators covering financial year 2022/23 (published March 2024) was considered by the Scrutiny & Audit Committee at its meeting in June 2023 ([Report 195/24](#)).

Several specific annual performance reports produced by the council, along with others produced by the council's key partners and special committees are also available. The latest versions can be accessed by following the links below:

- [Angus Chief Social Work Officer Annual Report 2022/23](#)
- [Angus Violence Against Women Partnership Annual Report 2022/23](#)
- [Angus Child Protection Committee Annual Report 2022/23](#)
- [Angus Adult Protection Committee Annual Report 2022/23](#)
- [Angus Community Justice Partnership \(ACJP\) Local Area Report: April 2022 - March 2023](#)
- [Scrutiny & Audit Committee Annual Report 2023/24](#)
- [Angus Education Report 2022/2023](#)
- [Treasury Management Annual Report 2023/24](#)
- [Angus Health & Social Care Annual Performance](#)
- [Angus Alive Annual Reports and Policies](#)
- [Tayside Contracts Publications](#)
- [Internal Audit Annual Report and Review of Corporate Governance 2023/24](#)
- [Public Bodies Climate Change Duties](#)
- [Angus Sustainable Energy and Climate Action Plan Progress Report](#)
- [Transition to Net Zero Action Plan: 2022 to 2030 Annual Progress](#)
- [Tayside Plan for Children, Young People and Families](#)
- [Housing Services Performance Update – Annual Assurance Statement 2023](#)
- [Building Standards Annual Performance Report 2023-24](#)
- [Planning Performance Framework 2022-23 \(note: no report for 2023-24 due to appointment of National Planning Improvement Champion and move to National Planning Improvement Framework\)](#)
- [Statutory Biodiversity Duty Report on Deliver \(2021-2023\)](#)
- [Tayside Biodiversity Action Plan 2016-2026 Progress Report](#)

External scrutiny reviews which have been undertaken during the reporting period can be accessed by following the link below: [Scrutiny and Audit Committee Papers](#)