



Annual Performance Report | 2023-24

Delivering Services for People

Case Studies

September 2024

CASE STUDY: ACTIVE SCHOOLS ASSISTANTS EVIDENCE OF IMPACT

PRIORITY LINK	Caring for our people.															
DESCRIPTION	<table border="1" data-bbox="741 448 2065 616"> <tr> <td data-bbox="741 448 1077 512">Project/Intervention Title</td> <td data-bbox="1077 448 2065 512">Active School Assistants Year 1</td> </tr> <tr> <td data-bbox="741 512 1077 616">Project Focus e.g. motor skills</td> <td data-bbox="1077 512 2065 616">Removing barriers for care experienced learners and those with an ASN (Additional Support Needs), to increase engagement in extracurricular physical activity.</td> </tr> </table> <table border="1" data-bbox="741 663 2065 999"> <tr> <td colspan="2" data-bbox="741 663 2065 695">Focused intervention work with Active Schools Assistants</td> </tr> <tr> <td data-bbox="741 695 1211 727">Schools engaged</td> <td data-bbox="1211 695 2065 727">26</td> </tr> <tr> <td data-bbox="741 727 1211 759">Number of pupils engaged</td> <td data-bbox="1211 727 2065 759">583</td> </tr> <tr> <td data-bbox="741 759 1211 791">Year Group of pupils</td> <td data-bbox="1211 759 2065 791">P1-S5</td> </tr> <tr> <td data-bbox="741 791 1211 999">Demographic Data descriptive information about children, young people and their families within unique contexts and settings e.g. Gender EAL SIMD Attendance FSME LAAC</td> <td data-bbox="1211 791 2065 999">Children and young people with care experience, those with an IEP, or at least one listed ASN.</td> </tr> </table>		Project/Intervention Title	Active School Assistants Year 1	Project Focus e.g. motor skills	Removing barriers for care experienced learners and those with an ASN (Additional Support Needs), to increase engagement in extracurricular physical activity.	Focused intervention work with Active Schools Assistants		Schools engaged	26	Number of pupils engaged	583	Year Group of pupils	P1-S5	Demographic Data descriptive information about children, young people and their families within unique contexts and settings e.g. Gender EAL SIMD Attendance FSME LAAC	Children and young people with care experience, those with an IEP, or at least one listed ASN.
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CASE STUDY: ACTIVE SCHOOLS ASSISTANTS EVIDENCE OF IMPACT

	<p>Evidence of development of pupil(s) beyond the sessions i.e. wider inclusion in other activities.</p>	<ul style="list-style-type: none"> • Over the full year 2023/24 18% of care experienced learners took part in extracurricular sport and physical activity. Across all school in Angus 45% of learners were taking part in sport and physical activity at lunchtime and after school. • Awareness was raised with the whole Active Schools team regarding which learners in their cluster were care experienced. • At the end of the 2023/24 school year this figure now stands at 40% participation for Care experienced learners
	<p>Perception Data - Feedback/Observations from other stakeholders (where relevant and appropriate)</p>	
	<p>Feedback from staff</p>	<p>“xxxxxx in the first couple of weeks wouldn’t really interact with others, however I can see a huge difference in their social skills, especially during team tasks.” – ASN Teacher</p> <p>“We have noticed a positive physical impact and an attitude change in taking part in these activities. The children are more engaged, appear to have a greater confidence in trying things they find challenging, are becoming better at encouraging others, and socialising with peers.” – Class Teacher</p>
	<p>Feedback from children and young people</p>	<p>“I feel I have gained more confidence coming and helping with these sessions. Being able to help the other children and watch them improve over the weeks felt rewarding.” – Primary school child.</p> <p>“It’s nice being able to do sports without the thought that it is another lesson. But we still get to learn other things as we play.” Secondary school child.</p>



Case study – Community Development Programme of Support

Making a difference through:

Community Learning and Development – key purposes

Community learning and development (CLD) has a powerful impact on the lives of learners and communities, supporting them to identify and work towards change. Whether that change takes place in an individual's life, helps to create a resilient and enterprising community or contributes to better public services in a changing landscape, Angus has a need for successful learners, confident individuals, responsible citizens and effective contributors working together to build a shared future.

Project Name: Community Development Programme of Support

Team: Vibrant Communities - Community Development

Addressing the Community Need

The Community Development Programme of Support in Angus were led by the Vibrant Communities Community Development team in collaboration with Angus Rural Partnership. The programme started in August and finished in October 2023 with an Angus wide conference pulling together external speakers, key exemplar ideas to inspire and motivate.

The programme and activities were aimed at groups and organisations at all levels to ensure that the communities of Angus gained the skills and development needed to successfully form a sustainable group, plan projects, apply for funding, and deliver their aspirations.

The evidence of need was identified through work carried out to support organisations and groups in Angus, and from funding applications received it was evident that work was required to build the capacity and skills of community groups and organisations.

Funding applications received from Angus Council and Angus Rural Partnership funding programmes also highlighted a need for support from early-stage group development through to community ownership. A programme of events was devised which would help groups to:

- Successfully form a sustainable group
- Plan projects
- Apply for funding
- Deliver aspirations

The project was developed in line with the Angus Council Plan and Local Community Learning & Development Plan

- Provide organisational support and development to community organisations.
- Support community groups to take ownership of, or management of assets.

Description

The aim of the programme was to enable the communities of Angus to become stronger, more effective, more enterprising, more sustainable, and resilient organisations to benefit Angus with the following outcomes:

- Build capacity within groups and organisations to allow them to effectively lead community led projects and be successful in funding bids.
- Enable communities to identify their community skills, assets, issues and needs and help build links with other groups and agencies.

A webinar was held in August 2023 to launch the Community Programme of Support and from then until October a range of online and face to face events were delivered with the support of outside agencies. This included:

Six webinars led by Development Trusts of Scotland (DTAS) and PRESbiz covering: Good Governance, Business Planning, Introduction to Development Trusts, Community Ownership Community Shares, Budgeting, Pricing and Cashflow

Three “Meet the Funder” events were held in Arbroath, Brechin and Montrose, these events were supported by National Lottery Community Fund, Robertson Trust, Seagreen Community Fund and Heritage Lottery. A variety of workshops and online meetings were arranged which were all fully booked. All meetings were held at community venues that were easily accessible to all and supported by Community Development Officers.

The first Community Led Local Development Conference held in the Reid Hall, Forfar featuring key speakers, workshops and inspirational community led initiatives.

Invitations to participate in all the events was sent out through Angus Council Communication Team, Community Development Officers networks, Community Councils a range of partners. A page on the Angus Council website also provided full details of all events and how to participate. Posters were placed in local shop windows, community information points and libraries to reach those not on social media or digitally active. Although all events did require registration, there was no cost to attend. Community Development Officers attended all events to provide additional support.

Impact

Six online workshops delivered with 25 people registered for each session.

Three “Meet the funder” events delivered throughout Angus resulting in organisations creating links with national funders, having support to apply and be successful with funding applications.

Delivery of the First Angus wide Community Development Conference: Over 70 attendees, key speakers sharing inspiration, success, and learning; including Scotland's Town Partnership, Huntly Development Trust, DTAS, SCDC, National Lottery Community Fund, Montrose Playhouse and Tealing Development Trust. Workshops led by National Lottery Community Fund DTAS, PRESbiz and SCDC.

As a result of the programme community groups and organisations are now better informed on the support available to them. They have developed new skills and understanding of how to form a sustainable group and the governance required, had an introduction to Development Trusts and how they operate. Groups have access to a range of support and resources and have gained confidence while writing applications, several groups have secured funding as a result of the programme.

Funding for Community Programme of Support was provided by Angus Rural Partnership and UKSPF.

Evidence of Impact

Evaluation during and after the conference took place, both online and paper based method is being used to reflect on the programme and to inform year two.

We were interested to find out how participants heard about the event as we rely heavily on social media as a form of communication, the feedback identified that groups prefer direct communication from Community Development Officers as opposed to social media posts.

Feedback on successful applications have been provided by funders.

Most attendees at events felt that they had been provided with good networking opportunities throughout the day. The sessions that helped groups the most were the VOiCE tool and engagement workshops.

Next steps

The evidence and feedback provided is being used to develop the second year of support based on groups needs and support requests.

As a result, the Vibrant Communities Community Development Team are creating a Community Development Network, creating a training programme based on feedback for example VOiCE training for groups. Work is underway to partner with Voluntary Action Angus and Angus Rural Partnership to form a leadership oversight group to ensure all Community Development support is aligned. A conference will be planned for a second year, taking into consideration the attendees feedback from last year.



Case study – Community Resilience in Angus

Making a difference through:

Building Capacity and supporting key community groups to support their own communities:

key purposes

Community learning and development (CLD) has a powerful impact on the lives of learners and communities, supporting them to identify and work towards change. Embedding a CLD approach to community resilience, communities have been supported to build capacity within their community enabling them to sustainable and resilient.

Project Name: Community Resilience in Angus

Team: Vibrant Communities - Community Development

Angus Community Resilience is community needs-driven, it first focused on the rural communities need, which was Defibrillators in their communities; then there was the power loss from Storm Arwen, the pandemic, then recently, four storms which caused flooding, including Storm Babet. It has expanded over the years, with groups across Angus working together to increase community resilience.

Support was offered to enhance community resilience by supporting the capability and capacity of individuals, households, families, and communities to become more resilient. This is priority sits within the CLD plan and the Angus Plan - supporting communities to enable them to become more resilient.

Addressing the community need

Over the years a range of support has been offered to communities to tackle the challenges of storms, power outages and to support the groups to support their communities. Eassie was one of the first communities to establish a community resilience centre and together with officers community members supported roadshows and community events to encourage other communities to develop resilience plans. This developed into the Community Resilience Forum, which has over 60 members of group representation. A WhatsApp page allows the forum to be connected and if there are any emergencies, the emergency centre gets information direct from the issue. This allows all groups information on what is happening within Angus and allows the right support to be direct to the areas affected.

OUTCOMES

Storm Babet and other storms: Resources were identified quickly; groups got small generators and sandbags out to vulnerable neighbours. Resilience halls in communities opened, Communities have radios and communication methods to communicate with their residents. Through effective communication, officers knew immediately where the issues were and could pass it onto the Angus Council Communication team for circulation.

What's app, communication, weather warnings and flood updates links Angus council and community resilience groups across Angus in a two-way communication. The community is the eyes and ears on the ground and know their community they live in best to help plan, respond to, and recover in an emergency situation.

The groups identified people who were in need, helped relieve the pressure from the emergency responders, and updated and supported them where they could in their own communities.

NEXT STEPS

Since storm Babet, we have increased the numbers of groups involved in the forum and work is ongoing to support these groups to source funding. The focus continues on individual household resilience and raising awareness.

Continue to support communities with resilience plans/ information that they can share across their communities.

Support the community with insurance information and work in partnership with Scottish Flood Forum, Flood Mary and Flood Re.

Support communities to access funding to develop resilience in their communities.

We will continue to improve on all partner external organisations/ Angus council departments and community resilience groups in Angus and work together to ensure that we continue to build resilient communities in Angus.

CASE STUDY: REPLACE TELEPHONY AND CONTACT CENTRE TECHNOLOGY

CONTACT DETAILS	Andrew Howe, Service Leader - Digital Enablement and IT
PRIORITY LINK	Angus Council is Efficient and Effective
DESCRIPTION	New Telephone and Contact Centre system.
ACHIEVEMENT(S)/OUTCOME(S)	<p>Revenue savings.</p> <p>Enhanced product providing additional functionality, specifically additional channels for customer engagement.</p> <p>Cloud based system allowing Contact Centre Staff to work in agile manner, supporting improved health and wellbeing</p>
WAY FORWARD	Looking at advanced features within the system e.g. Artificial Intelligence, to support greater efficiencies in how the service is delivered and to enhance the customer experience.
OTHER INFORMATION *Insert hyperlinks to documentation	Angus Council partners with Maintel to help transform its telephony and Contact Centre with RingCentral's cloud solution

CASE STUDY: 'FIT FOR THE FUTURE'	
CONTACT DETAILS	Lynda Thomson, Service Leader - HR, OD & BS
PRIORITY LINK	Angus Council is Efficient and Effective
DESCRIPTION	<p>What are we doing?</p> <p>Making sure our organisation is:</p> <div style="text-align: center;">  </div> <p>How are we doing that?</p> <p>In this first year of delivery, we are focused on:</p> <ul style="list-style-type: none"> • Employee engagement and wellbeing. • Strategic leadership development.
ACHIEVEMENT(S)/OUTCOME(S)	<p>What is different?</p> <p>Employee engagement and wellbeing:</p> <ul style="list-style-type: none"> • Instead of employees searching all over the Intranet for information and support we have a 'Fit for the Future' site dedicated to each quarterly topic with information and tools to help deal with any queries that might come up.

CASE STUDY: 'FIT FOR THE FUTURE'

- We have moved away from a big employee survey every two years to more focused surveys every three months that allow us to focus on things people have said are important and offer more targeted support. Our survey participation rates have increased and our employee engagement sessions on survey results have resulted in some changes to the way teams work. Some people are trying out new workload management tools. We have put feedback from surveys into the review of Personal Development Reviews. Some teams have increased their own engagement and are making the most of things like the Bravo awards. The constant evolution of the organisation was discussed with different teams feeling more and less connected and some experiencing challenges when they are working to make changes on top of day-to-day demands. This led to further discussions about how we can support each other and work more collaboratively. The feedback is contributing to reviews that are ongoing relating to the work we can do to improve the experience of our employees at work.
- We are talking to service areas with low participation rates to find out why and what we can do about it.

Strategic leadership development:

- We have held two quarterly leadership forums. Each forum focused on two things:
 - i. Asking ourselves 'so what?' in relation to the employee surveys and encouraging shared learning through active group work.
 - ii. Our Corporate Leadership Team (CLT) members have been leading inputs on national work around the 6 anchors of the Improvement Service transformation programme and facilitating group discussions to identify how we can apply the information and learning in our own work.
- Over the last year we have also been developing a 'people data pack' for Directors and Service Leaders to support them to lead improvements in the way they plan, manage, and lead their teams. We have had positive feedback about the usefulness of these for leaders having an overview of their services and these have resulted in the identification of further work in services and on specific topics. For example, because of conversations we identified

CASE STUDY: 'FIT FOR THE FUTURE'

succession planning as a particular challenge and developed an action plan that CLT agreed in May this year.

WAY FORWARD


Measuring success

At the end of our first year of this programme of work we hope to receive feedback that demonstrates:

- More informed and corporately engaged leaders across the organisation.
- Substantial increase of participation in corporate surveys to help evidence our people and organisation development needs.
- A more cohesive leadership approach across the organisation.
- Improved data on our workforce and how they feel at work.
- Increased evidence of our action and impact.
- Increased engagement across the workforce.

CASE STUDY: DATA MATURITY AND PATHWAYS PROJECT

CONTACT DETAILS	Gordon Cargill, Service Leader – Governance, Change & Strategic Policy
PRIORITY LINK	Angus Council is Efficient and Effective
DESCRIPTION	The objectives of the Data Maturity and Pathways Project was to support a cohort of public sector organisations to identify initial challenges (buy-in, outcomes, capacity), undertake a data maturity assessment, develop an action plan to pursue greater data maturity, take their first steps in implementation and create a network for ongoing support and collaboration.
ACHIEVEMENT(S)/OUTCOME(S)	<p>From the data maturity assessment, we identified our baseline position to plan our improvement and change activity.</p> <div data-bbox="761 790 1926 1276"> <p>Data Maturity Themes</p> <ul style="list-style-type: none"> USES <ul style="list-style-type: none"> • Purposes for collecting and analysing • Benefits and rewards DATA <ul style="list-style-type: none"> • Collection • Quality • Sources • Assets ANALYSIS <ul style="list-style-type: none"> • Type • Technique • Joining • Presenting LEADERSHIP <ul style="list-style-type: none"> • Attitudes • Plans • Capability • Investment CULTURE <ul style="list-style-type: none"> • Team approach • Self-questioning • Openness • Protection TOOLS <ul style="list-style-type: none"> • Collection • Storage • Organising and managing • Analysis and reporting • Integration and architecture SKILLS <ul style="list-style-type: none"> • Capacity • Skills • Training • Access to knowledge and expertise <p>5 STAGE JOURNEY</p> <p>The 5 Stage Journey consists of five stages: UNAWARE, EMERGING, LEARNING, DEVELOPING, and MASTERING. Each stage is represented by a circular icon with an arrow pointing upwards. The DEVELOPING stage is highlighted with a blue box, indicating the current focus of the project.</p> </div>

CASE STUDY: DATA MATURITY AND PATHWAYS PROJECT	
CONTACT DETAILS	Gordon Cargill, Service Leader – Governance, Change & Strategic Policy
	Information covering seven themes and an assessment based on a '5-stage-journey', identified the Council to be closest to the Developing stage as per the illustration below. Some aspects of the assessment did however suggest that several themes were more aligned with the Learning stage.
WAY FORWARD	<p>We have recently initiated the Angus Data Project with draft action plan. This initiative has been established with a governance structure which includes 5 workstreams to progress over the next initial 5-year period. This includes Data Foundations; Data Governance; Data Architecture; Data Analytics; and Data Skills. We have also developed our vision which reflects our ambitions for this initiative so that:</p> <div style="text-align: center;">  <p>BETTER DATA = BETTER OUTCOMES</p> </div> <p>As part of the early work, we plan to identify Test of change projects to ensure that we have robust policies and procedures in place in relating to data governance. Implement new data standards where applicable, rationalise our system landscape, identify skills gaps and ways to combat these and enhance our customer journey and engagement.</p>
OTHER INFORMATION	
*Insert hyperlinks to documentation	Data Maturity Pathways & Project Scottish Government Blog