

## 1. New Service Proposals for 100% Carry Forward using projected underspend

## Directorate: CHIEF EXECUTIVES UNIT

## Over £20k

Business Unit / Service	Value to C/Fwd to 2016/17 £000	Spend Proposal	Reason why this needs to be via carry forward	Benefits of proposal and how this supports delivery of Council's priorities
Chief Executive - Communications	50	Development of a new Enterprise Social Platform (intranet), associated user licensing costs and staff training.	The procurement of the external supplier services was delayed to better define the scope of the project and secure the internal resources required to support the development.	The intranet redevelopment is one of the council's digital priorities, within the portfolio of the Internal Systems Board. The business case for the development has been approved by the Angus Digital Board.  The benefits are the creation of effective collaborative workspace, improved communication, engagement and self-service functions for employees. This complements TA workstreams related to agile working, integrated comms and internal process improvements.
Chief Executive - Audit	30	DELTA Lean and Scrutiny Support	To ensure that as a council we continue to review the way we carry out our work and create Lean and cost effective processes.	Linked to the Council's Transforming Change agenda to ensure that we review how we do our business and explore opportunities to deliver more effective services; remove inefficiencies and duplication from processes.
Economic Development	50	National Loans Fund - Angus Council Contribution	Delays in approval of EU funding have meant establishing the National Loan Fund has been delayed. This should be resolved early 2016/17 allowing the monies to be transferred	Contribution agreed by the Development and Enterprise Committee – 20 January 2015 – Report 31/15 refers this will contribute to supporting Angus businesses
Economic Development	25	Dens Road Non-Domestic Rates (plus vacant units over 6 months)	Changes to government legislation	This is an unanticipated burden on Ec Dev budget if premises remain vacant after 6 months
<b>Chief Execs Total</b>	<b>155</b>			

## Directorate: PEOPLE

## Over £20k

Business Unit / Service	Value to C/Fwd to 2016/17 £000	Spend Proposal	Reason why this needs to be via carry forward	Benefits of proposal and how this supports delivery of Council's priorities
Schools and learning	65	<b>Prototype digital learning environments</b> Enable 5 classrooms in different schools and at different learning stages to be adapted for digital learning.	This is an experimental spend to identify what works best before applying lessons to the school investment and digital strategies that are being developed. There is no other budget source for this type of project	Identify 'what works' Align to digital agenda Establish design principles for school investment strategy Enable estimate of full costs of full implementation
Schools and learning	60	<b>Test digitisation in schools</b> Test of change – establish small project in several locations (small primary, large primary, secondary) to explore digitising paper records held in schools.	No other funding available within Directorate	Exploratory work will inform the way ahead Fits with the Angus digital agenda. Should improve records management and fit with Information Governance standards etc.
Schools & learning	160	Cost of updating broadband links to all schools- improvements to broadband in rural schools and communities generally are an agreed priority of the Council.	The £160,000 was an approved investment bid during 2015/16 Budget exercise. Unfortunately the work was not carried out in 2015/16 due to lack of resources.	The gap between the IT environment enjoyed by pupils with access to improved broadband width and those in some rural school is ever widening and investment is required to ensure that these pupils are not disadvantaged. There are currently 18 Rural schools with inadequate Broadband links, impacting on 746 pupils.
Schools & Learning	74	Carry forward the underspend of the Schools PPP unitary charge to offset future costs.	As detailed in committee report 1140/07 it was agreed that any under spend on the Forfar/ Carnoustie Schools project be ring fenced and carried forward into the next financial year. to offset costs over the life of the project.	The benefit is that it will offset marginally increasing unitary charge costs over the life of the project.
Schools & Learning (Forfar Academy)	150	Transfer DSM underspend into the Capital Fund earmarked for ICT expenditure within the new school.	This is to ensure that the carry forward is used to enhance capital expenditure specifically on ICT within the new school.	It will allow the new school to have state of the art IT equipment.
Children and Young People Services	100	Adaptations to schools to support flexible learning spaces including multi-sensory areas for children and young people with ASNs	Some physical adaptations and multi-sensory spaces were provided from the current budget but this was not sufficient to cover all schools. Further funds are required to ensure parity across the authority and equality of access.	As part of a review of current provision, the need for physical adaptations to some schools has been highlighted to ensure that the needs of children can be met within their local mainstream school.

Children and Young People Services	35	Commission IT specialist to design an ASN, MAP App for Early Years	Specialised knowledge and skill set required to deliver this is not within current staffing budget.	Provision of information for parents, carers, staff on ASN services in order to meet duties within the ASL Act to provide such. MAP App will signpost parents to a range of support services as part of Parenting Strategy.
Children and Young People	25	To fund an external consultation and evaluation of out of school care and childcare across Angus.	It was intended that this research be commissioned in 2015/16 however delays in the procurement process has pushed the spend into this financial year.	This research is required to allow the Council to plan for future childcare developments in order to meet our statutory duties under Part 8 of the Children and Young People Scotland Act 2014
Children and Young People	85	Multi-agency training in Incredible Years hosted jointly with NHS Tayside and third sector agencies.	As part of the Integrated Children's Services plan, it is proposed to have one consistent approach to parenting to which all professionals will refer. The monies will facilitate training for staff. Further development and monitoring of approaches will become part of the quality assurance of services. It has been hoped to facilitate this training in the previous financial year.	This funding will support developments associated with implementation of the Children and Young People (Scotland) act 2014; the Integrated Children Services Plan; the Children and Learning Departmental Plan and the Angus Parenting Strategy. Through this approach, we will also be addressing the key developmental outcomes highlighted in the Dartington research.
Children and Young People	82	Five to Thrive training for targeted staff.	This is one off training for targeted staff along with a plan to develop processes and procedures for monitoring. It is time limited to 1 year and will enhance practitioners knowledge. It will increase understanding and confidence of early years practitioners in delivering the key messages from neuroscience in relation to children's brain development. It will also compliment the current work in improving parent-child attachment.	This funding will support developments associated with implementation of the Children and Young People (Scotland) act 2014; the Integrated Children Services Plan; the Children and Learning Departmental Plan and the Angus Parenting Strategy. Through this approach, we will also be addressing the key developmental outcomes highlighted in the Dartington research.
Children and Young People	75	Funding to support 20 early years educators to undertake a BA in Childhood Studies /Childhood Practice. This qualification is delivered through distance learning and can be accessed from a number of universities across Scotland	Although building the knowledge and skills of the workforce is on-going this one off spend would allow 20 practitioners to have the qualification required to manage an Early Learning and Childcare Centre. The proposed increase in ELC hours from 600 to 1140 by 2020 requires Council to almost double the current workforce.	This spend would ensure that there are sufficient appropriately qualified staff to manage centres by 2020 (qualification takes 3-4 years to complete)
Children and Young People	30	Establishing and resourcing two year old provision within LA provision	Developing the provision for two year olds as part of the Scottish Government's plan to support children and families. Two year old provision has been set up in 4 schools. This one off spend would support - The development of at least four other settings ensuring that there is at least one school operating 2 year old provision within each cluster - Provide professional learning opportunities (through a programme of induction training) to up skill staff working with two year old children for the first time - Provide professional learning opportunities (through a programme of induction training) to up skill staff working with two year old children for the first time	Capacity building within the sector – developing early years educators' knowledge and skills - Sustaining the service – centres may have to close if appropriately qualified staff are not available - Ensuring that children have access to high quality provision (evidenced through local and national evaluation evidence) - Taking forward a key Scottish Government priority - Building capacity - Ensuring children and families have high quality accessible services - Early identification and intervention - Up skilling the workforce to effectively meet the needs of two year old children
Children and Young People	30	Support the further development of flexible models of offering Early learning and Childcare by piloting a two and a half day model of provision within the voluntary sector	This one-off spend would allow us to pilot, and evaluate, within the voluntary sector a new model of delivering the services to meet the needs of families and Government expectations. - This project is important because it will allow us to evaluate how provision can be extended in playgroups as this will be required in future years to support the council in meeting the increased hours of ELC. The project will focus on one / two settings dependent on the funding available. The £15,000 (per setting) will - support salary costs while numbers of children accessing provision are building - Purchase resources to support lunch / rest time provision.	Working towards the Scottish Government's commitment to provide high quality flexible and accessible services for young children and their families Providing a mixed economy of provision within the cluster offering parents' choice Supporting working families and parents undertaking training Ensuring there is enough early learning and childcare provision within the cluster/ authority

Children and Young People	80	Research, develop and implement a full marketing strategy to increase the availability and range of foster care placements. Including the funding of specific equipment or commissioning /production of materials and improvement in digital reach evidenced by the review.	Existing resources are committed to funding statutory service provision for looked after children.	This is a request to carry forward some of the underspent LAC redetermination monies from 15/16 to improve outcomes for looked after children.
Children and Young People	80	Research, develop and implement a comprehensive marketing strategy to increase our success in securing adoptive placements for children. Including the funding of specific equipment or commissioning/ production of materials and improvement in digital reach evidenced the review.	Existing resources are committed to funding statutory service provision for looked after children.	This is a request to carry forward some of the underspent LAC redetermination monies from 15/16 to improve outcomes for looked after children.
Children and Young People	48	Extend the duration of a current three month pilot project developed to promote safer communities and in partnership with Police Scotland including a dedicated liaison for harder to reach young people and integrating with wider diversionary activities. This promotes a targeted locality approach to diversion from youth crime and increases the likelihood of the identification of child sexual exploitation within this vulnerable group.	Existing resources are committed to funding statutory service provision for looked after children.	This is a request to carry forward some of the underspent looked after children redetermination monies from 15/16 to improve outcomes for looked after children, specifically those who are involved in offending behaviour.
Children and Young People	75	To fund additional works required to allow Carsburn Road residential provision to meet statutory requirements. This work will include Sprinkler and Fire Alarm system as well as the erection of firewalls, automated fire doors and relocation of kitchen and utility services to meet both fire and health and safety regulations.	Initial estimate of start-up costs associated with this unit have been recently revised upwards following further advice from fire and rescue services in respect of adaptations required to the building. The available budget for development of the service is fully committed.	Meeting the needs of these specific looked after young people is a statutory requirement. Development of this local resource offers better value for money in the longer term than sourcing external placements and offers an opportunity to maintain community links.
Children and Young People	35	Purchase of an accessible vehicle to support service delivery for Carsburn Road development for service users with significant disabilities.	Carsburn Road is a new development of a residential service to meet the specific needs of the service users. Funding a vehicle would enable community access.	To improve community access and enhance outcomes for Looked After Children.
<b>People Total</b>	<b>1,289</b>			

## Directorate: COMMUNITIES

### Over £20k

Business Unit / Service	Value to C/Fwd to 2016/17 £000	Spend Proposal	Reason why this needs to be via carry forward	Benefits of proposal and how this supports delivery of Council's priorities
Technical & Property Services	50	AutoCad laptop for agile working for Property (from property underspend)	Order not fulfilled in 2015/16	Contributes towards accommodation rationalisation and Agile Working
Technical & Property services	50	Signage in response to Charrettes	Funding to support Charrette development actions and community ambitions	The proposal supports the following local outcome: Our communities are developed in a sustainable manner.
Technical & Property Services	118	Dredging Arbroath Harbour (from Roads revenue underspend)	Budget not able to be spent in 2015/16 as need for dredger to revisit	The dredging is required to allow Arbroath Harbour to operate. The proposal supports the following local Outcomes: Our natural and build environment is protected and enjoyed
Technical & Property Services	125	CFCR Seggiden Resurfacing (delayed due to flooding priorities) from Roads revenue underspend)	Scheme had to be postponed from 2015/16 due to re-prioritisation of capital budgets for flood repairs	The proposal supports the following local outcome: Our communities are safe and secure
Technical & Property Services	150	CFCR Lunanbank resurfacing (delayed due to flooding priorities) from Roads revenue underspend)	Scheme had to be postponed from 2015/16 due to re-prioritisation of capital budgets for flood repairs	The proposal supports the following local outcome: Our communities are safe and secure
Technical & Property Services	100	Footway patching and slurry seal (from Roads revenue underspend)	Additional funding of priority roads maintenance (shortfall of 2016/17 R&R allocation)	The proposal supports the following local outcome: Our communities are safe and secure
Technical & Property Services	100	Property repairs priorities (from property revenue underspends)	Additional funding of priority property maintenance (shortfall of 2016/17 R&R allocation)	The proposal supports the following local outcome: Our communities are safe and secure
Technical & Property Services	100	Street Lighting 5th core issues (shortfall of 2016/17 R&R allocation) (from Roads revenue underspend)	Additional funding of priority street lighting asset maintenance	The proposal supports the following local outcome: Our communities are safe and secure
Technical & Property Services	80	Electric Vehicle Charging Points (from Roads revenue underspend)	Additional funding of new charge points for electric vehicle growth	The proposal supports the following local outcomes: Our communities are developed in a sustainable manner. Our carbon footprint is reduced.
Technical & Property Services	30	Investment towards Agile Working	Funding to support service transformation within T&PS	The proposal supports service transformation
Planning and Place	27	Pooled Youth Work Fund	To support youth work	Engagement and empowerment of young people

Services to Communities	112	Brechin Community Campus Staffing	One off funding shortfall. As agreed at meeting (23/3/16) between Director of Communities, Head of Finance and ANGUS Alive Chief Executive use of carry forward provides a solution	Provision to support ANGUS Alive in its first year as it deals with not only the transition to a Trust, but also the opening of a new community campus.
Services to Communities	42	Temporary (cash collections) staff at ACCESS Offices	One off funding shortfall. As agreed at meeting (23/3/16) between Director of Communities, Head of Finance and ANGUS Alive Chief Executive use of carry forward provides a solution	To facilitate the functioning of ACCESS offices until the cessation of cash payments.
Services to Communities/Angus Alive	250	Equipment Replacement Programme	Reinvestment in equipment at leisure/cultural facilities has traditionally been funded by R&R, via annual contributions from Communities underspends. The operation of leisure/cultural facilities is now carried out by Angus Alive (wef 1 December 2015), however the responsibility for capital investment remains with Angus Council.	Reinvestment in equipment at the various facilities now operated by Angus Alive will contribute towards increasing, or at least maintaining, income levels.
<b>Communities Total</b>	<b>1,334</b>			

## Directorate: RESOURCES

### Over £20k

Business Unit / Service	Value to C/Fwd to 2016/17 £000	Spend Proposal	Reason why this needs to be via carry forward	Benefits of proposal and how this supports delivery of Council's priorities
Legal & Democratic Services	56	Pay off part of Print Unit Building loan to reduce ongoing costs. Remainder of capital balance would be repaid from any capital receipts received from the sale of current machinery	Annual loan charges of £10k per annum, by repaying capital balance the Council would make an overall saving by avoiding interest costs	The new managed print service is a key element of the agile working strategy
Organisational Change - HR	51	Cost of Assistant HR Adviser for the period 1 September 2016 – 31 March 2018	Funding for one year via carry forward monies in 2015/16 (Report 239/15) – balance of 5 months April to August 2016 carried forward into 2016/17. Request to extend post for a further period from 1 September 2016 to 31 March 2018.	To provide operational support to the HR team to allow professional staff to fulfil commitment to Transforming Agenda.
Organisational Change - HR	32	Cost of two Clerical Assistants, LG2 for the period 1 June 2016 – 31 March 2017	Funding required to assist with the culling/amalgamation of personal files currently held in Staffing and Payroll in preparation for scanning to electronic storage	Supports move to digital processes; creates space to support agile working strategy and estates review.
Organisational Change - HR	50	Day One Reporting Pilot	Allocated from Resources Directorate 2014/15 carry forward funding bid however delay in set up of links because of issues with ResourceLink.	To pilot alternative arrangements for the management of sickness absence with a view to reducing absence; increasing efficiency and reducing the cost of sickness absence.
Organisational Change - OD	30	Programmes to enable a core group to become MSP and Prince2 practitioners. A series of 2 day courses that develop general project management skills for managers and project board members	External support required to deliver these courses and programmes.	Good programme and project management practice is integrated into the council's culture.
Organisational Change - Safety, Health & Well-being	27	Temp Safety Assistant for one year	Temporary support for routine back-office tasks to free professional officers for other duties.	This would allow training in safety, health and wellbeing management to all compulsory and other relevant managers across the organisation to be accelerated. Training programme will otherwise take an extended length of time.
Organisational Change - HR	35	HR Assistant to backfill the HR commitment to the Agile Implementation Team for 16/17 & 17/18	Backfill required to allow commitment to agile implementation and continue to provide HR services. No other available monies	This will allow HR to fully support the Agile programme whilst still continuing to provide general HR support to services and TA
Organisational Change - OD	35	OD Assistant to backfill OD commitment to the Agile Implementation Team for 16/17 and 17/18	Backfill required to allow commitment to agile implementation and continue to provide OD services. No other available monies	This will allow OD to fully support the Agile programme whilst still continuing to provide OD support to services and other TA initiatives
Transforming Angus – Project Management	103	PM support for back office and locality hub projects as part of the Agile Implementation Team (AIT) for 16/17 and 17/18	The AIT organisational structure and associated resource requirements have only recently been established. Use of carry forward resource will reduce the risk of overspend on the high level allowances included in the Business Case	The Programme Lead for Agile can concentrate on benefits realisation across the whole programme, rather than be immersed in detail associated with the AIT on individual projects/ work-streams
<b>Resources Total</b>	<b>419</b>			

## Directorate: OTHER SERVICES

## Over £20k

Business Unit / Service	Value to C/Fwd to 2016/17 £000	Spend Proposal	Reason why this needs to be via carry forward	Benefits of proposal and how this supports delivery of Council's priorities
<b>Legal and Democratic Services</b>				
L&DS Public Records (Scotland)Act	23	This temporary post was created to assist with debt collection but due to the minimum no of debts being passed to legal he has been employed on record cleansing. He was employed on LG4 but the other records management assistants were employed on LG5. It is proposed that a carry forward of LG5 be agreed to ensure there is no possible challenge of equal pay.	This post was funded from the L&DS budget in fin yr 2015/16. The underspend within the L&DS budget is the subject of an alternative carry-forward request. There has been an underspend within the Miscellaneous services budget during 2015/16 and given the duties being carried out by the post-holder, it is proposed that this is the relevant budget head to meet this key corporate priority.	In order to implement agile working it is necessary to cleanse our records
L&DS Public Records (Scotland)Act	23	This temporary post was created to assist with records cleansing. There is still much work across the council to be done and it is requested that this post be continued to enable the resource to be aligned to the schedule of teams moving to agile.	This post was originally intended to be funded from Miscellaneous services budget but due to underspend in the L&DS budget in fin yr 2015/16, the post was paid for from L&DS budget. The underspend within the L&DS budget is the subject of an alternative carry-forward request. There has been an underspend within the Miscellaneous services budget during 2015/16 and it is proposed that this is the relevant budget head to meet this key corporate priority.	In order to implement agile working it is necessary to cleanse our records
L&DS Public Records (Scotland)Act	23	This temporary post was created to assist with records cleansing. There is still much work across the council to be done and it is requested that this post be continued to enable the resource to be aligned to the schedule of teams moving to agile.	This post was originally intended to be funded from Miscellaneous services budget but due to underspend in the L&DS budget in fin yr 2015/16, the post was paid for from L&DS budget. The underspend within the L&DS budget is the subject of an alternative carry-forward request. There has been an underspend within the Miscellaneous services budget during 2015/16 and it is proposed that this is the relevant budget head to meet this key corporate priority.	In order to implement agile working it is necessary to cleanse our records
L&DS Council Election Expenses	75	Ongoing election expenses in respect of purchase of capital items, council by-elections and community council elections	No permanent funding in place.	Running elections is a statutory duty
Technical & Property Services	57	Carry forward for CCTV	No funding available from other sources for replacement of aged system.	Update/replacement of CCTV
Technical & Property Services	266	£112,000 to install LED lighting and controls in various properties including Arbroath Sports Centre, Angus House & Webster's Campus. £110,000 to install dry cycling software in numerous central heating boilers. £31,000 for other in year as yet unspecified carbon reductions projects. £13,000 for works to the CHP in Arbroath Sports Centre.	This is to allow the establishment of the Carbon Reduction Fund (CRF) which is being created from the transfer of funds from the Scottish Government's Central Energy Efficiency Fund, the Carbon Reduction Commitment Fund and the Central Water Efficiency Fund. The fund will operated in similar fashion as the former CEEF scheme i.e. a revolving fund that returns savings back to the fund to allow future investments. The establishment of the CRF and the transfer of funds were agreed in principal by the Carbon Reduction Member/Officer Working Group on 1 May 2015	The establishment of the CRF will enable the Energy Management unit to invest in carbon reduction projects which will reduce the Councils Carbon emissions in line with the National and Council reduction targets: The proposal supports the following local outcomes: Our communities are developed in a sustainable manner. Our natural and built environment is protected and enjoyed. Our carbon footprint is reduced.
Technical & Property Services	96	Utilisation of other services, property related underspend	Additional funding of priority property maintenance (shortfall of 2016/17 R&R allocation)	The proposal supports the following local outcomes: Our communities are safe and secure
<b>Other Services Total</b>	563			

<b>Total All Directorates</b>	3,760			
-------------------------------	-------	--	--	--

## 2. Amendments to approved carry forwards in Report 42/16.

## Directorate: CHIEF EXECUTIVES UNIT

Amendments to Report 42/16	Amount +Increase /(Decrease)	Spend Proposal	Reason why this needs to be via carry forward	Benefits of proposal and how this supports delivery of Council's priorities
Economic Development	15	Angus Business Grants (Angus Business First Employee Grant and Angus Business Start-Up Capital Grant)	Angus Business Grants unallocated portion to be carried forward – Angus Council Committee – 22 November 2011 – Report 772/11 refers	The business grants available in Angus have never been reviewed in terms of demand, levels of grant available and criteria. Review of scheme demonstrates need to support businesses to compete with other local authority areas and be better aligned to Government priorities.
Economic Development	(13)	Sustainable Energy Action Plan (SEAP)	No longer required – invoice paid in 15/16	
<b>Total Carry Forward Request</b>	<b>2</b>			

## Directorate: PEOPLE

Amendments to Report 42/16	Amount +Increase /(Decrease)	Spend Proposal	Reason why this needs to be via carry forward	Benefits of proposal and how this supports delivery of Council's priorities
Schools & Learning (Children and Learning)	250	Develop systems for electronic case records management.  Four distinct phases: 1 – Work with suppliers of information systems to procure suitable software and hardware (servers etc.); 2 – Develop workflows and tailor system to fit with workflows. 3 – Procure appropriate technology for staff to use (laptops, tablets, etc.). 4 – Create electronic case records for open cases.	If carry forward is approved, this project will be phased over more than one financial year. Preparatory work will be undertaken in 2016/17, with completion planned for 2017/18.	This work is essential to meet the transformation agenda. It will enable us to establish an appropriate infrastructure for agile working; improve records management; and provide for better records to support children and young people/service users.
Schools & Learning	89	Young Workforce Fund – additional £89k carry forward (£155k already requested)	Redetermination coded to I&E account but received late in the financial year and only £50k utilised	Development of future employment prospects for young people.
Schools & Learning	100	ICT Refresh Programme - additional £100k (£200k carry forward already requested).	Supplementary fund to ensure sufficient to refresh ICT as planned (3 year renewal cycle).	Improve quality of technology available to pupils.
Adult Services	37	Self Directed Support – Assessments – funding to continue to fund temporary staff to progress Self Directed Support implementation	Additional resource carried forward into 2015/16 and there has been some slippage due to vacancies so the request is to carry forward the balance of funding into 2016/17 to allow complete work associated with Self Directed Support implementation. Funding has also been secured from the Integrated Change Fund for a Project Lead and a carry forward is also being sought for this.	SDS implementation is a statutory requirement. It is a key government policy and strategic objective of Angus Council and IJB.
<b>Total</b>	<b>476</b>			

## Directorate: OTHER SERVICES

Amendments to Report 42/16	Amount +Increase /(Decrease)	Spend Proposal	Reason why this needs to be via carry forward	Benefits of proposal and how this supports delivery of Council's priorities
Other Services – Ec Dev	(3)	City Deal	Council agreed on 10 December 2015, Report No 474/15 to earmark £125k from Provision for Additional Burdens for the City Deal.	City Deal seeks to empower cities and city regions to drive economic growth by putting greater resources and financial freedoms in the hands of local authorities.
<b>Total Carry Forward Request</b>	<b>(3)</b>			

<b>Total All Directorates</b>	<b>475</b>			
-------------------------------	------------	--	--	--