



2017/18

PROVISIONAL REVENUE BUDGET
(Including Budget Savings and Investment Proposals
2017/18)

ANGUS COUNCIL

PROVISIONAL REVENUE BUDGET 2017/18 (Including Budget Savings and Investment Proposals 2017/18)

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Revenue Budget 2017/18 - Introduction & Background

Local Government Finance Settlement

The Scottish Government announced details of the local government Finance Settlement for 2017/18 in December 2016 in Finance Circular 9/2016. The following paragraphs highlight the key information relating to Angus Council.

Spending Constraints

Although the Council's revenue budget expenditure is no longer constrained by an externally imposed spending limit, spending levels are still restricted to the total of:

- Grant support provided by the Scottish Government;
- Council Tax Income;
- Fees & charges levied by the Council;
- Ad-hoc funding from General Fund balances.

In addition the Scottish Government has retained reserve powers to cap or re-introduce Expenditure Guidelines for individual local authorities if Ministers consider the Council Tax rises or expenditure levels of such local authorities to be excessive.

Total Revenue Grant Support

Total Revenue Support Grant is the general grant paid by the government in support of expenditure on local authority services. The Scottish Government decides in the financial settlement how much it considers the Council should be spending on services and to this figure is added an amount in respect of loan and leasing charges. The Total Revenue Support Grant is then broken down into specific grants, revenue support grant and non-domestic rate income (NDRI), and allocated to local authorities.

Angus Council's Revenue Grant Support allocation for 2017/18 has been provisionally set at £193.427 million as detailed in Finance Circular (FC) 9/2016, subsequently amended to £193.459 million in correspondence from the Scottish Government on 17 January 2017. A further £2.845 million additional revenue grant funding was announced on 2 February 2017 by the Cabinet Secretary for Finance and the Constitution, bringing the overall total to £196.304 million. This is a gross decrease in headline revenue grant support of £1.924 million (1.0%) compared with the level of grant support for 2016/17 (£198.228 million). However, after adjusting for funding which has not yet been distributed for 2017/18, estimated at £1.710 million in total), there is a projected net decrease of £0.214m (0.1%) compared with grant support received in 2016/17.

The revised grant allocation of £196.304 million includes £2.077 million for funding in relation to attainment in schools. This funding has specific conditions attached to it and is therefore ring-fenced within the Children & Learning Directorate budget as a direct allocation to individual schools. The grant allocation also includes £1.648 million of funding in relation to Criminal Justice services, which is not additional funding but merely replaces the current mechanism of funding already included in the 2016/17 base budget.

Taking these two adjustments into account reduces the grant available to the Council to use at its discretion by £3.725 million resulting in a revised net decrease, on a like for like basis, of £5.649 million (2.9%).

This level of grant is conditional upon the Council agreeing to deliver on some commitments as specified by the Scottish Government and as set out in a letter of 15 December 2016 from the Cabinet Secretary for Finance and the Constitution. Further detail on the specific commitments is provided in Report 58/17.

Budget Savings Proposals

Background

On the basis of the Net Expenditure as detailed in the Summary of Net Expenditure on page 3, approval of the budget issues as set out in column C and set out in detail in this document, and assuming a standstill Council Tax level, a shortfall of income over expenditure of around £10.646 million will exist in 2017/18.

As part of the 2017/18 budget strategy, Directorates submitted a package of savings proposals totalling £1.855 million in order to help bridge the projected funding gap, in addition to savings to be made through Transforming Angus programme of £1.301 million. Changes in Council Tax legislation, which are covered in detail in report 61/17, will contribute estimated additional Council Tax income of £1.719 million toward the funding gap.

After detailed consideration of the Council's overall budget and reserves position, a number of corporate proposals, totalling £4.296 million (of which £2.282 million is one-off measures for 2017/18 only) have also been identified in order to deliver a balanced budget for 2017/18. These proposals are detailed in report 58/17, and reflected in the Summary of Net Expenditure on page 3.

Taking all of the above proposals into account, leaves the Council with a funding gap of £1.475 million, which is proposed to be met by implementing a 3% increase in Council Tax for 2017/18, as permitted by the Scottish Government in their Finance Settlement offer. This would provide the Council with increased Council Tax income estimated at £1.475 million, therefore allowing a balanced budget to be achieved for 2017/18.

A summary of the savings removed from Directorate base budgets for 2017/18, which will be used to help bridge the funding gap for 2017/18 is provided on page 4. It should be noted that all of the budget savings in this report are required if Angus Council is to deliver a revenue budget in 2017/18 within the resources expected to be available.

SUMMARY STATEMENT OF NET EXPENDITURE

	Final Budget 2016/17 £000	Provisional Base Budget 2017/18 £000	Investment Bids Ongoing £000	Proposed Savings £000	Revised Provisional Base Budget 2017/18 £000
	A	B	C	D	E
(A) Direct Services					
CHILDREN & LEARNING					
Schools & Learning	83,288	85,687	80	(984)	84,783
Children & Young People	31,695	33,679	560	0	34,239
Quality & Performance	3,600	3,647	20	1	3,668
ADULT SERVICES (JJB)	43,720	43,863	0	0	43,863
COMMUNITIES					
Business Support	1,434	1,440	0	(184)	1,256
Technical & Property Services (HQ, Roads & Transport)	16,830	16,993	41	(493)	16,541
Planning & Place	4,316	4,454	100	(129)	4,425
Services to Communities	6,266	6,022	0	(175)	5,847
Regulatory & Protective Services	16,201	16,272	0	(429)	15,843
OTHER SERVICES	8,771	10,402	0	(122)	10,280
<u>Non-CSS Elements of Chief Executives & Resources</u>					
Economic Development	1,011	1,015	0	(72)	943
Resilience	111	112	0	(1)	111
Finance (Revenues & Benefits)	1,445	1,364	16	(22)	1,358
Welfare Rights	886	893	0	0	893
Registrars	103	102	0	0	102
Licensing	(252)	(252)	0	0	(252)
Transforming Angus	904	250	0	(250)	0
Sub-Total	220,329	225,943	817	(2,860)	223,900
(B) Central Support Services					
CHIEF EXECUTIVE (including Members' Services & Governance)	2,398	2,373	0	(49)	2,324
<u>COMMUNITIES - TECHNICAL & PROPERTY SERVICES</u>					
Property	1,369	1,391	0	(181)	1,210
<u>RESOURCES</u>					
Corporate Improvement & Finance	2,124	2,048	0	(297)	1,751
Legal & Democratic - Core Services (incl. Angus House HQ)	2,298	2,324	0	(173)	2,151
Organisational Change	3,216	3,162	20	(163)	3,019
Deduct: CSS/ACCESS Recharge to Non-General Fund Services	(1,760)	(1,760)	0	0	(1,760)
Sub-Total	9,645	9,538	20	(863)	8,695
(C) Joint Board					
Valuation	750	736	0	0	736
(D) Trading Organisations					
Tayside Contracts (Net Surplus - Angus Share)	(218)	(300)	0	0	(300)
Digital Reprographics Unit (DRU)	1	41	0	0	41
Sub-Total	(217)	(259)	0	0	(259)
(Sub-Total of A, B C & D)	230,507	235,958	837	(3,723)	233,072
Surplus Local Tax Income	(50)	(200)	0	0	(200)
Capital Financing Costs	14,338	15,104	0	(1,000)	14,104
Capital Financed from Current Revenue	0	0	0	0	0
Specific Grants Netted Within Directorates Above	38	38	0	0	38
Pay Award Provision (inc TC Impact)	0	2,650	0	0	2,650
Corporate Insurance Budget Saving	0	0	0	(222)	(222)
Apprenticeship Levy	0	735	0	0	735
Transforming Angus Tier 1 Review Savings 2016/17	(173)	0	0	0	0
NET EXPENDITURE (Before Contributions to/(from) Funds & Balances)	244,660	254,285	837	(4,945)	250,177
Contribution to/(from) Balances	(1,185)	0	0	(2,102)	(2,102)
Contributions to / (from) Special Funds	1,975	760	0	(180)	580
TOTAL NET EXPENDITURE (Before Government Grant)	245,450	255,045	837	(7,227)	248,655
To Be Financed By:					
Revenue Support Grant	167,382				167,837
Non-Domestic Rate Income	29,410				26,620
Specific Grants	38				3,557
Share of £70m Grant for Council Tax Freeze	1,398				0
Council Tax Income	47,222				50,641
	245,450				248,655

ANGUS COUNCIL

2017/18 SUMMARY OF REVENUE BUDGET SAVINGS PROPOSALS

<u>Directorate</u>	Directorate Savings £'000	Transforming Angus Savings £'000	Corporate Savings £'000	Total Savings 2017/18 £'000
Children & Learning	815	169	(1)	983
Communities	852	456	283	1,591
Chief Executive	85	36	1	122
Resources	18	610	27	655
Transforming Angus	0	0	250	250
Other Services	85	30	7	122
TOTAL SAVINGS	1,855	1,301	567	3,723

2017/18 SUMMARY OF REVENUE BUDGET INVESTMENT BIDS

<u>Directorate</u>	Investment Bids Ongoing £'000	Investment Bids One Off £'000	Total Investment Bids £'000
Children & Learning	660	0	660
Communities	141	0	141
Chief Executive	0	0	0
Resources	36	0	36
TOTAL INVESTMENT BIDS	837	0	837

2017/18
Provisional Revenue Budget
(Including Budget Savings and Investment Proposals 2017/18)

Children & Learning Directorate

REVENUE BUDGET 2017/18
DIRECTORATE:
BUSINESS UNIT:
SERVICE:

CHILDREN & LEARNING

SUMMARY

Sept. '16 Prices

	<u>Revised</u> <u>2016/17</u> <u>Budget</u> <u>£'000</u>	<u>Provisional</u> <u>Base Budget</u> <u>Submission</u> <u>(Before</u> <u>Investments</u> <u>& Savings)</u> <u>2017/18</u> <u>£'000</u>	<u>Investment</u> <u>Bids</u> <u>Ongoing</u> <u>£'000</u>	<u>Investment</u> <u>Bids</u> <u>One-Off</u> <u>£'000</u>	<u>Budget</u> <u>Savings</u> <u>Applied</u> <u>£'000</u>	<u>Revised</u> <u>Base Budget</u> <u>Submission</u> <u>2017/18</u> <u>£'000</u>
Schools & Learning	83,288	85,687	80	0	(984)	84,783
Children & Young People's Services	31,695	33,679	560	0	0	34,239
Quality & Performance	3,600	3,647	20	0	1	3,668
TOTAL CHILDREN & LEARNING	118,583	123,013	660	0	(983)	122,690

Strategic Directorate:- Children & Learning

Investment Bids 2017/18

Set out below are the investment bids recommended for approval for 2017/18 listed in priority order and split between ongoing and one-off investments. Bids are restricted to 2017/18 only as investment bids affecting later years may be subject to significant change due to changing circumstances and uplifts provided are dependent on the level of overall resources available to the council which can only be determined in any particular year.

Children & Young People

Priority Ref.	Proposal	2017/18 Ongoing £'000	2017/18 One-off £'000	2017/18 Total £'000	2017/18 Staff Impact FTE	Bids Approved	
						2017/18 Ongoing £'000	2017/18 One-off £'000
CYP 1	Inflationary uplift to Fostering Fees (Angus fees significantly less than other areas). Annual inflationary uplift of 1.5% as applied in previous years.	170	0	170	0.0	170	0
CYP 2	Third Party Inflation	153	0	153	0.0	153	0
CYP 3	Living Wage - Third Party Providers.	217	-	217	-	217	0
CYP 4	Modern Apprentices - Funding required is £40k, however it is assumed that grant funding will be received from the Apprenticeship Levy monies to at least part-fund this investment.	20	0	20	5.0	20	0
	TOTAL INVESTMENT PROPOSALS	560	0	560	5.0	560	0

Schools & Learning

Priority Ref.	Proposal	2017/18 Ongoing £'000	2017/18 One-off £'000	2017/18 Total £'000	2017/18 Staff Impact FTE	Bids Approved	
						2017/18 Ongoing £'000	2017/18 One-off £'000
SL 1	Inflationary Uplift for School Transport	150	0	150	1.0	60	0
SL 2	Modern Apprentices - Funding required is £40k, however it is assumed that grant funding will be received from the Apprenticeship Levy monies to at least part-fund this investment.	20	0	20	5.0	20	0
	TOTAL INVESTMENT PROPOSALS	170	0	170	6.0	80	0

Quality & Performance						Bids Approved	
Priority Ref.	Proposal	2017/18 Ongoing £'000	2017/18 One-off £'000	2017/18 Total £'000	2017/18 Staff Impact FTE	2017/18 Ongoing £'000	2017/18 One-off £'000
QP 1	Modern Apprentices - Funding required is £40k, however it is assumed that grant funding will be received from the Apprenticeship Levy monies to at least part-fund this investment.	20	0	20	5.0	20	0
TOTAL INVESTMENT PROPOSALS		20	0	20	5.0	20	0

Risks Affecting Delivery of Budget Proposals, including any impact on any risks identified in Corporate and/or Directorate Risk Register

The budget proposals have been considered from a risk perspective.

There are no risks that we will need to monitor and manage to achieve these proposals;

2017/18 General Fund Revenue Budget – Savings Proposals

CHILDREN AND LEARNING

Idea/Option	Deliverability (Green, Amber, Red)	How will the saving be achieved?, where from and any upfront investment?/if so where will this be funded from	Staff Implications	Service Impact/wider implications of making this saving	Paper or Report required (Y/N)	Value of Saving for 17/18 £000
<p>Review staff vacancies and slippage assumptions – we've had year on year underspends in staff budgets</p>	<p>Green</p>	<p>DSM secondary: 1% teaching slippage 2% LG slippage</p>	<p>No</p>	<p>Include as part of school DSM scheme. Need to continue to meet staffing ratios – teachers, registered services. Apart from those areas where ratios must be maintained, all teams should have realistic slippage targets. It should be recognised that whilst small teams may not make their slippage every year, across the service the slippage will occur naturally or can be managed and so should be applied.</p>	<p>See Supporting Paper (page 12)</p>	<p>265 50</p>

2017/18 General Fund Revenue Budget – Savings Proposals

Idea/Option	Deliverability (Green, Amber, Red)	How will the saving be achieved?, where from and any upfront investment?/if so where will this be funded from	Staff Implications	Service Impact/wider implications of making this saving	Paper or Report required (Y/N)	Value of Saving for 17/18 £000
TA Tier 1 Review - Angus Agile Project – Saving accelerated project phasing submitted to CMT – Children & Learning Directorate	Green	<p>We are working out the agile requirements through the Directorate working group. We intend to rephase our saving between 2016 – 2021 (circa £787K) taking an additional £100K 2017/18.</p> <p>2017/19 – £157,000 2018/19 – £202,750 2019/20 – £242,000 2020/21 - £186,000</p>	Where possible, all temporary contracts affected by agile transition will end.	Where possible, there will now be a presumption against travel where 'virtual meetings' can take place.	N	157
Secondary non-devolved:	Green	Restructuring of base budget after in-depth analysis	No	There are no staffing implications. This is a technical adjustment to the budget	N	500

2017/18 General Fund Revenue Budget – Savings Proposals

CHILDREN & LEARNING SAVINGS SUMMARY

Savings	Value of Saving for 17/18 £000
Savings Submitted by Directorate (as above)	815
Transforming Angus – Agile Savings (as above)	157
Transforming Angus – Passenger Transport	12
Corporate Energy Savings (allocated to Directorate)	(1)
TOTAL SAVINGS	983

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In addition to the above on-going savings, a one-off saving for 2017/18 of £275,000 was submitted by Children & Learning in respect of resources previously earmarked in reserves which are no longer required. See Supporting Paper (page 14). This amount will therefore be removed from committed General Fund balances.

ANGUS COUNCIL

16 FEBRUARY 2017

BUDGETARY EFFICIENCIES IN SCHOOLS AND LEARNING BUDGETS

REPORT BY MARGO WILLIAMSON, STRATEGIC DIRECTOR – CHILDREN AND LEARNING

ABSTRACT

This report summarises proposed alterations to the budget provisions within the schools and learning services of the Children and Learning directorate in Angus Council.

1. RECOMMENDATION

It is recommended that Council:

- (i) Agree to the application of staffing slippage targets for secondary school staffing as outlined in section 5.1
- (ii) Approve a non-devolved financial saving as a result of budget restructuring

2. ALIGNMENT TO THE ANGUS COMMUNITY PLAN/SINGLE OUTCOME AGREEMENT/CORPORATE PLAN

This report contributes to the following local outcome(s) contained within the Angus Community Plan and Single Outcome Agreement 2013-2016:

- We have a sustainable economy with good employment opportunities

3. BACKGROUND

In line with established Council processes, a full analysis of schools and learning budgets was undertaken in advance of the budget setting process for 2017/18 in order to identify any potential efficiencies. Significant in-depth analysis was taken by the schools and learning team alongside colleagues in finance.

4. CURRENT POSITION

- 4.1 It was identified that staff movement throughout the course of a school year creates budget underspend in our eight secondary schools. This issue does not occur to any great significance in primary schools where budgets are smaller and staffing is managed across the Council. It was also noted that the majority of staffing budgets across the Council have slippage targets. A small slippage target set against secondary teachers will allow for a budget efficiency without damaging the need to maintain teacher to pupil ratios. A slightly larger slippage target for local government staff is manageable and is still conservative when compared with other areas of the Council.
- 4.2 Significant work has been undertaken to analyse non-devolved schools and learning budgets. These budgets are held centrally and cover a number of areas to reflect the universal and wide-ranging provision of schools and learning services. The secondary non-devolved budget has carried a considerable underspend over the past three years. Work was completed to establish why this situation had arisen and it has been identified that a considerable efficiency can be made by restructuring the base budget to reflect actual spend. This will not affect any posts or services.

5. PROPOSALS

- 5.1 As with other areas of the Council's staffing budgets, slippage targets are to be applied to both secondary teaching and local government staff. A 1% slippage target will be applied to teaching staff and a 2% slippage target to local government staff.
- 5.2 Technical restructuring of the secondary non-devolved budget will create budget efficiency without impacting on service delivery or staffing.

6. FINANCIAL IMPLICATIONS

- 6.1 The application of slippage targets in secondary school devolved budgets will create a budget efficiency of £265,000 for teachers and £50,000 for local government staff.
- 6.2 Technical restructuring of the secondary non-devolved schools and learning budget will result in a budget efficiency of £500,000.

NOTE: No background papers, as detailed by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to a material extent in preparing the above report.

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ANGUS COUNCIL

16 FEBRUARY 2017

REVIEW OF 100% CARRY FORWARD APPROVALS

REPORT BY MARGO WILLIAMSON, STRATEGIC DIRECTOR – CHILDREN AND LEARNING

ABSTRACT

This report proposes changes to the agreed budget carry forwards for Children and Learning. These proposals will provide one-off funding to support the Council's financial position for 2017/18.

1. RECOMMENDATION

It is recommended that Angus Council approves the changes outlined in section 5 below.

2. ALIGNMENT TO THE ANGUS COMMUNITY PLAN/SINGLE OUTCOME AGREEMENT/CORPORATE PLAN

This report contributes to the following local outcome(s) contained within the Angus Community Plan and Single Outcome Agreement 2013-2016:

We have a sustainable economy with good employment opportunities

3. BACKGROUND

3.1 Reference is made to Article 8 of the minute of meeting of Angus Council on 16 June 2016 and to Article 8 of the minute of meeting of the Policy and Resources Committee on 02 February 2016. Approval was given for a range of projects to be funded by budget carry forward.

4. CURRENT POSITION

4.1 Some of the projects have not progressed as quickly as anticipated or have cost less than estimated. Given the Council's financial position, all projects were assessed to determine if the funding was required. Where all – or some – funding is no longer needed, there is an opportunity to contribute towards the Council's savings target on a one-off basis.

5. PROPOSALS

5.1 Projects that will no longer be delivered at this time:

Project name	Funding allocated	Funding required	Contribution to 2017/18 budget
Invest in the provision of assistive technologies for children with complex additional support needs.	£30,000	£0	£30,000
Development and provision of staff training to prepare for the implementation of the Children and Young People Act.	£60,000	£0	£60,000
Refurbishment of Panbride.	£20,000	£0	£20,000
TOTALS	£110,000	£0	£110,000

- 5.2 Projects where we have reassessed and reshaped our plans. This has enabled us to reduce our allocation of funding:

Project name	Funding allocated	Funding required	Contribution to 2017/18 budget
To jointly fund with the NHS two early year workers to promote and support infant nutrition.	£50,000	£33,000	£17,000
Set-up costs associated with the development of partner child minders and the development of service level agreements and quality assurance processes.	£75,000	£25,000	£50,000
Following the successful trial in 2015/16 by our practice teams using mobile technology to enhance their direct work with young people, we would fund the provision of technology to support direct work with young people across the service, including creative ways to capture the view of young people and their parents/carers.	£16,000	£10,000	£6,000
Commission IT specialist to design ASN, MAP app for early years.	£35,000	£20,000	£15,000
Multi-agency training in Incredible years hosted jointly with NHS Tayside and third sector agencies.	£85,000	£40,000	£45,000
Five to Thrive training for targeted staff.	£82,000	£50,000	£32,000
TOTALS	£343,000	£178,000	£165,000

6. FINANCIAL IMPLICATIONS

- 6.1 If approved, the proposals outlined above will release £275,000 as a one-off contribution to the Council's revenue budget for 2017/18.

NOTE: The background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) which were relied on to any material extent in preparing the above report are:

- Report 248/16: 2015/16 FINANCIAL OUTTURN AND DRAFT ACCOUNTS UPDATE
- Report 42/16: REVENUE MONITORING PROJECTED OUT-TURN 2015/16 – REVENUE BUDGET 100% CARRY FORWARD REQUESTS

REPORT AUTHOR: Les Hutchinson, Head of Quality and Performance
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REVENUE BUDGET 2017/18
 DIRECTORATE:
 BUSINESS UNIT:
 SERVICE:

ADULT SERVICES (IJB)

SUMMARY

Sept. '16 Prices

	<u>Revised</u> <u>2016/17</u> <u>Budget</u> <u>£'000</u>	<u>Provisional</u> <u>Base Budget</u> <u>Submission</u> <u>(Before</u> <u>Investments</u> <u>& Savings)</u> <u>2017/18</u> <u>£'000</u>	<u>Investment</u> <u>Bids</u> <u>Ongoing</u> <u>£'000</u>	<u>Investment</u> <u>Bids</u> <u>One-Off</u> <u>£'000</u>	<u>Budget</u> <u>Savings</u> <u>Applied</u> <u>£'000</u>	<u>Revised</u> <u>Base Budget</u> <u>Submission</u> <u>2017/18</u> <u>£'000</u>
Adult Services (IJB)	43,720	43,863	0	0	0	43,863
TOTAL ADULT SERVICES (IJB)	43,720	43,863	0	0	0	43,863

**2017/18
Provisional Revenue Budget
(Including Budget Savings and Investment Proposals 2017/18)**

Communities Directorate

REVENUE BUDGET 2017/18
DIRECTORATE:
BUSINESS UNIT:
SERVICE:

COMMUNITIES

SUMMARY

Sept. '16 Prices

	<u>Revised</u> <u>2016/17</u> <u>Budget</u> <u>£'000</u>	<u>Provisional</u> <u>Base Budget</u> <u>Submission</u> <u>(Before</u> <u>Investments</u> <u>& Savings)</u> <u>2017/18</u> <u>£'000</u>	<u>Investment</u> <u>Bids</u> <u>Ongoing</u> <u>£'000</u>	<u>Investment</u> <u>Bids</u> <u>One-Off</u> <u>£'000</u>	<u>Budget</u> <u>Savings</u> <u>Applied</u> <u>£'000</u>	<u>Revised</u> <u>Base Budget</u> <u>Submission</u> <u>2017/18</u> <u>£'000</u>
Communities Directorate	363	363	0	0	(86)	277
Business Improvement & Support	1,071	1,077	0	0	(98)	979
Regulatory, Protective & Prevention Services	16,201	16,272	0	0	(429)	15,843
Technical & Property Services	18,199	18,384	0	41	(674)	17,751
Planning & Place	4,316	4,454	100	0	(129)	4,425
Services to Communities	6,266	6,022	0	0	(175)	5,847
TOTAL COMMUNITIES	46,416	46,572	100	41	(1,591)	45,122

Strategic Directorate:- Communities - Technical & Property

Investment Bids 2017/18

Set out below are **the investment bids recommended for approval for 2017/18** listed in priority order and split between ongoing and one-off investments. Bids are restricted to 2017/18 only as investment bids affecting later years may be subject to significant change due to changing circumstances and uplifts provided are dependent on the level of overall resources available to the council which can only be determined in any particular year.

Priority Ref.	Proposal	2017/18 Ongoing £'000	2017/18 One-off	2017/18 Total £'000	2017/18 Staff Impact FTE	Bids Approved	
						2017/18 Ongoing £'000	2017/18 One-off £'000
1	Funding of union branch secretary - one of the transport team LG10 is now the full time union secretary. Previous union post was 0.5FTE but involvement in TA etc. now agreed corporately to be full time. The service is unable to bear the costs of this 18 month (minimum) secondment; meet the saving plan; and deliver the service.	41	0	41	1.0	41	0
TOTAL INVESTMENT PROPOSALS		41	0	41	1.0	41	0

Risks Affecting Delivery of Budget Proposals, including any impact on any risks identified in Corporate and/or Directorate Risk Register

The budget proposals have been considered from a risk perspective.

There are a number of risks that we will need to monitor and manage to achieve these proposals, as outlined in the table below:-

Table 3

Investment Ref.	Description of Risk	Likelihood (1 - 5)	Impact (1 - 5)	Score *	Further Treatment Required YES / NO
1	Transport services can not be maintained if staff budget has to fund corporate union role.	5	3	15	**

**	At this stage no further treatment is required as the risk will only develop if funding is not provided. Since the risk has to be delivered, if funding is not met then the service savings will have to be reduced accordingly.
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Likelihood

Impact

1	Very Low	Negligible
2	Low	Marginal
3	Low to High	Significant
4	High	Major
5	Very High	Critical

Definitions of the above categories are set out in the Council's Risk Management Guidance, which can be accessed via the following link:-

<http://intranet/CouncilInfo/Pages/CorporateManagement-RiskManagement.aspx>

Strategic Directorate:- Communities - Planning and Place

Investment Bids 2017/18

Set out below are the investment bids recommended for approval for 2017/18 listed in priority order and split between ongoing and one-off investments. Bids are restricted to 2017/18 only as investment bids affecting later years may be subject to significant change due to changing circumstances and uplifts provided are dependent on the level of overall resources available to the council which can only be determined in any particular year.

Priority Ref.	Proposal	2017/18 Ongoing £'000	2017/18 One-off	2017/18 Total £'000	2017/18 Staff Impact FTE	Bids Approved	
						2017/18 Ongoing £'000	2017/18 One-off £'000
1	To fund Friday Night Youth Work Projects in Arbroath, Brechin, Forfar, Kirriemuir, Carnoustie, Montrose and Muirhead. These projects have previously been funded through Police and Fire Reserves and budget carry-forwards. In 2015/16 there was an average weekly attendance at Friday Night Projects of over 250 young people and this during a period when the Brechin initiative was not in place. The aim of the projects is to provide positive opportunities for young people at a time when they are at greater risk of becoming involved in risky, anti-social and criminal activities. After a period of continuous decline, low level anti-social behaviour is increasing again and partners are identifying the importance of having a range of opportunities available that divert young people from undesirable behaviours, reduce the likelihood of them becoming involved with the youth justice system and provide them with opportunities to develop and achieve. The FNP's also have the impact of reducing demand on other services, including Police Scotland.	75	0	75	0.0	75	0
2	Housing Benefit Administration Grant provided by the Dept of Work & Pensions to the Revenues & Benefits service to administer Housing Benefit is to receive a further cut of £41,000 for 2017/18. The cut is due to further DWP efficiency savings with no related reduction in workload for the service. The proposal is to meet this fall in funding to maintain the service. This shortfall is currently shared 40/60 between Revenues & Other Housing so Revenues share will be £16,000 & Other Housing £25,000.	25	0	25	0.0	25	0
TOTAL INVESTMENT PROPOSALS		100	0	100	0.0	100	0

Risks Affecting Delivery of Budget Proposals, including any impact on any risks identified in Corporate and/or Directorate Risk Register

The budget proposals have been considered from a risk perspective.

There are no risks that we will need to monitor and manage to achieve these proposals;

2017/18 General Fund Revenue Budget – Savings Proposals

COMMUNITIES

Idea/Option	Deliverability (Green, Amber, Red)	How will the saving be achieved?, where from and any upfront investment?/if so where will this be funded from	Staff Implications	Service Impact/wider implications of making this saving	Paper or Report required (Y/N)	Value Of Saving for 17/18 £000
Accelerate agile savings e.g. from review of vacancies, etc.	Green	Planning & Place - Deletion of a building standards officer post. Deletion of a half time community engagement officer post.	1.2 FTE	<p>With the introduction of e planning/e building standards more applications are being received on line and a wide review is underway. I have therefore frozen one building standards officer post and it can be taken early and anticipate further savings to arise from the review.</p> <p>In terms of the community engagement post, work has been re-profiled with more agile working by the team and the post can now be deleted from the establishment.</p>	N	54

2017/18 General Fund Revenue Budget – Savings Proposals

Idea/Option	Deliverability (Green, Amber, Red)	How will the saving be achieved?, where from and any upfront investment?/if so where will this be funded from	Staff Implications	Service Impact/wider implications of making this saving	Paper or Report required (Y/N)	Value Of Saving for 17/18 £000
	Green	<p>Technical & Property Services - workforce planning, including agile, has identified the opportunity for a restructure from Service Manager level and has identified savings towards our agile savings. This includes a rationalisation of posts which have been held vacant (in some instances utilising agency/temporary staff) ahead of the agile arrangements. It is anticipated that the restructure can accelerate agile savings from 18/19 to 17/18 but there cannot be additional savings if service levels are to be maintained.</p> <p>Savings will be in Technical & Property Services staff budget</p>	6 FTE	Reduced ability to react to increased workload. As an acceleration of 18/19 agile savings the future year's savings opportunities are reduced by same figure.	N	169.5 (net of identified agile 17/18 savings)

2017/18 General Fund Revenue Budget – Savings Proposals

Idea/Option	Deliverability (Green, Amber, Red)	How will the saving be achieved?, where from and any upfront investment?/if so where will this be funded from	Staff Implications	Service Impact/wider implications of making this saving	Paper or Report required (Y/N)	Value Of Saving for 17/18 £000
	Green	Business Support - Virtual Agile - start to work towards team cohesion and review work processes, flows and processes with view to implementing across team, even before all physical moves undertaken. Basically introduce new working practices/styles in advance of moves.	1.7 FTE	<p>Pace of review of business practices may not be in-line with ambition to take this forward.</p> <p>Continue to ensure that DELTA/Lean is at the forefront of the way we deliver services to our Communities. We continue to support this by training staff - to continue this concept is all service redesign and review of business practices but there may be upfront training costs to be netted against the savings initially.</p>	N	44

2017/18 General Fund Revenue Budget – Savings Proposals

Idea/Option	Deliverability (Green, Amber, Red)	How will the saving be achieved?, where from and any upfront investment?/if so where will this be funded from	Staff Implications	Service Impact/wider implications of making this saving	Paper or Report required (Y/N)	Value Of Saving for 17/18 £000
Review of non-statutory services	Green	<p>The Roads Service has reviewed Christmas Lighting displays following the previous 3 year budget proposals to work with communities to enable and empower communities to take over responsibility for the main portion of this non-statutory service (Report 223/16). Discussions across the 7 Burghs are at different stages with some communities now taking on the role and others less willing to engage whilst the council continues to provide the service. Withdrawal of funding supports those communities which have engaged and is a catalyst to the remaining burghs. The council would continue to support communities particularly in areas where a county wide approach is more appropriate (i.e. anchor bolt safety testing). Savings would be from Other Services budget.</p>	n/a	Community impact	N	85

2017/18 General Fund Revenue Budget – Savings Proposals

Idea/Option	Deliverability (Green, Amber, Red)	How will the saving be achieved?, where from and any upfront investment?/if so where will this be funded from	Staff Implications	Service Impact/wider implications of making this saving	Paper or Report required (Y/N)	Value Of Saving for 17/18 £000
	Green	Withdrawal of local rail travel concession scheme (bus travel concessions are already available; are more appropriate for the non-coastal Angus areas and considered the appropriate alternate travel concession). Savings would be from public transport budget.	0	Back-up data is available on this proposal	N	14
	Green	Reduced non-essential building maintenance – areas of non-essential activities such as window cleaning will be reduced/stopped. Savings would be from Property third party revenue budget	0	Note window cleaning will be stopped for all council offices including high profile buildings. To be designated against TA Agile targets	N	25
Channel shift savings – quantify what's possible for 17/18 e.g. online school payments	Green	Business Support - The on-going channel shift projects, once fully implemented, will definitely achieve savings across business support	2.1FTE	Dependent on channel shift ability and closure of duplicate channels.	N	35

2017/18 General Fund Revenue Budget – Savings Proposals

Idea/Option	Deliverability (Green, Amber, Red)	How will the saving be achieved?, where from and any upfront investment?/if so where will this be funded from	Staff Implications	Service Impact/wider implications of making this saving	Paper or Report required (Y/N)	Value of Saving for 17/18 £000
Review of Charges – rises well above inflation	Green	Planning & Place - Recharge reduction from revenues and benefits to the other housing budget.	None in other housing, but links to Revenues and Benefits staffing figures	Issue is the mechanism for the recharge between Revenues to Other Housing. Head of Planning and Place has no control of this and has spoken to Head of Corporate Improvement & Finance, suggesting that the Revenues elements be removed from the Other Housing budget. The level of saving is based on the projected surplus that has emerged this year.	N	50
	Amber	Introduce additional categories for income relating to burial administration services, Concept has been reviewed by studying other local authority charging regimes and has been based on burial numbers for 2015/16.	n/a	Due to nature of new charges, approval required.	Y	200

2017/18 General Fund Revenue Budget – Savings Proposals

Idea/Option	Deliverability (Green, Amber, Red)	How will the saving be achieved?, where from and any upfront investment?/if so where will this be funded from	Staff Implications	Service Impact/wider implications of making this saving	Paper or Report required (Y/N)	Value of Saving for 17/18 £000
	Green	Could be applied to service charges within ECP, although this may make the council uncompetitive within the marketplace.	n/a	In relation to Waste & Grounds Maintenance, the Council are in competition with the private sector, so an increase in charges well above inflation could result in a loss of business which would be counter-productive. If only applied across the remainder of RPS, then the sums of money involved would be relatively small.	N	10
Targeted ER/VR trawl	Amber	Technical & Property Services – There are marginal opportunities with estimated figures provided (staffing budget).	2.2 FTE	Service delivery may be affected.	N	60

2017/18 General Fund Revenue Budget – Savings Proposals

Idea/Option	Deliverability (Green, Amber, Red)	How will the saving be achieved?, where from and any upfront investment?/if so where will this be funded from	Staff Implications	Service Impact/wider implications of making this saving	Paper or Report required (Y/N)	Value of Saving for 17/18 £000
Reduce centralised maintenance & energy budgets in light of agile and property disposals	Amber	All services are committed to a 1.5% reduction in energy use (Report 611/11) whilst progress on these targets is relatively good the issue is frequently seen as a Property matter. It is also a responsibility on Services to reduce their energy consumption and issues such as Wyse terminals etc. are part of this work. Delivery of this commitment by all Services would deliver savings but at the current time these cannot easily be calculated. Saving will be from Other Services Budget.	n/a	Savings would be from Directorate's property budgets so there requires to be buy-in across all Council Directorates. Staff require to be receptive to this also. This requires a commitment by service managers and is not limited to T&PS intervention (i.e. ensure staff turn off electrical equipment when not in use; use hydro boilers rather than kettles; dress appropriately for weather/heating levels) and reduce number of water coolers in use. This follows phase 1 saving in 2016/17 across Communities relating to water coolers. To be designated against TA Agile targets in Other Services	N	30

2017/18 General Fund Revenue Budget – Savings Proposals

Idea/Option	Deliverability (Green, Amber, Red)	How will the saving be achieved?, where from and any upfront investment?/if so where will this be funded from	Staff Implications	Service Impact/wider implications of making this saving	Paper or Report required (Y/N)	Value of Saving for 17/18 £000
<p>Seek volunteers to work reduced hours Council-wide – easier and less expensive than ER/VR</p>	Amber	Mostly likely area would be back office staff as there is limited opportunity to work reduced hours in operational roles.	0	Reduced hours may be needed to deliver agile saving, so again need to be mindful of double counting this saving.	N	20
<p>Revisit Angus Alive savings on VAT/NDR, seek other efficiencies from AA (Communities only to respond)</p>	Green	The saving achieved by Angus Alive in relation to Non-Domestic Rates was greater than had been originally anticipated. This additional saving sits within the Services to Communities budget. The saving will be £70k in 17/18 but £100k in future years. The £30k variance in 17/18 will be utilised to cover an emerging issue in Angus Alive (AA).	0	None.	N	70

2017/18 General Fund Revenue Budget – Savings Proposals

Idea/Option	Deliverability (Green, Amber, Red)	How will the saving be achieved?, where from and any upfront investment?/if so where will this be funded from	Staff Implications	Service Impact/wider implications of making this saving	Paper or Report required (Y/N)	Value of Saving for 17/18 £000
Minibus review	Green	We will no longer have any minibuses for community use. Income reduces but so do associated costs.	0	Communities have come to rely on access to minibuses, but they have reached the end of their life and we can't afford to continue to repair or replace them.	N	20
Reduction in payment to Tayplan	Green	A further reduction in the Tayplan budget has been agreed by all partners. The budget reduced from £60K to £51K last year.	None - other than Tayplan did not fill the manager position.	A national planning review is underway and strategic planning at a regional level is expected to change.	N	6

2017/18 General Fund Revenue Budget – Savings Proposals

Idea/Option	Deliverability (Green, Amber, Red)	How will the saving be achieved?, where from and any upfront investment?/if so where will this be funded from	Staff Implications	Service Impact/wider implications of making this saving	Paper or Report required (Y/N)	Value of Saving for 17/18 £000
Home working for contact centre staff.	Amber	<p>ACCESSLine – delivery of service with staff working from home.</p> <p>The timescale for this proposal still requires to be confirmed (dependent upon replacement telephony system.)</p>	0	<p>This may be possible once the new telephony system is implemented. Will require a robust IT platform and full consideration of HR policies and negotiations. This saving is achievable as the recharge for accommodation will be removed.</p> <p>To be designated against TA Agile targets</p>	N	8
Review of mobile phone provision across directorate	Green	Review of use/type of mobile phone provision – go to PAYG sims and cancel contracts, again different options depending on type/volume/coverage.	0	May be contract termination penalties to be considered to make timescale of 1 April 2017.	N	10

2017/18 General Fund Revenue Budget – Savings Proposals

Idea/Option	Deliverability (Green, Amber, Red)	How will the saving be achieved?, where from and any upfront investment?/if so where will this be funded from	Staff Implications	Service Impact/wider implications of making this saving	Paper or Report required (Y/N)	Value of Saving for 17/18 £000
Restricted travel	Green	Restricted travel for staff - why travel to meetings when SKYPE or teleconferencing can be utilised as alternative.	0	Route planning – managers need to consider each journey and determine benefit to service. To be designated against TA Agile targets	N	25
Introduction of a new charge for Event Management.	Amber	The directorate is increasingly finding that assistance provided to third parties in the provision of information & advice to enable applications to be submitted cannot be accommodated within existing resources & consideration should be given to charging for this service.	n/a	Mainly covering Roads, Community Safety, Parks, Waste, Planning but could include other Council areas i.e. Resilience, Communications team.	N	7
Apply 2.5% cut to Supplies and Services budget within Parks and Burial Grounds (only)	Green	Saving will be achieved by applying a 2.5% reduction to the Parks supplies and services budget. This will be delivered through efficiencies in the procurements and management of consumable materials.	n/a	None	N	75

2017/18 General Fund Revenue Budget – Savings Proposals

Idea/Option	Deliverability (Green, Amber, Red)	How will the saving be achieved?, where from and any upfront investment?/if so where will this be funded from	Staff Implications	Service Impact/wider implications of making this saving	Paper or Report required (Y/N)	Value of Saving for 17/18 £000
TA Tier 1 Review - Angus Agile Project – Saving in line with project phasing submitted to CMT	Amber	Business Support 11 Communities 3 Planning 13 Property 30 Roads 18 RPS 32 Leisure 10	4.7 FTE	Original saving target was based on a staffing profile submitted approx. 2 years ago. Since then a significant reduction in staff has taken place through natural wastage and also by service redesigns and a management restructure in ECP. In some areas the target agile savings have already been delivered.	N	117
Review of provision of information support	Green	Review provision of Information/Systems Support across directorate. This is currently centralised within business support but may benefit by returning to specialist areas.	1 FTE	Ensure no reduction in professional expertise by lack of collaborative working continuing.	N	30

2017/18 General Fund Revenue Budget – Savings Proposals

Idea/Option	Deliverability (Green, Amber, Red)	How will the saving be achieved?, where from and any upfront investment?/if so where will this be funded from	Staff Implications	Service Impact/wider implications of making this saving	Paper or Report required (Y/N)	Value of Saving for 17/18 £000
Introduce a comfort scheme to deliver public toilet provision.	Amber	The saving will be achieved by closing Council managed public conveniences, and continuing to provide a service by entering into agreements with local businesses to make their toilet facilities publicly available. Businesses will receive a financial contribution from the Council in return and this will be netted off the saving.	n/a	In year one this would result in the closure of up to 6 unattended facilities should suitable partners be identified.	Y	30
Energy Savings	Green	Energy savings for street lighting as part of our ongoing LED replacement (assumes energy prices increase in line with inflation) available for 17/18. Savings would be from Roads third party costs.	0	None	N	40
Additional Recharge Income from HRA projects	Amber	Increased property staffing income due to additional Housing projects. Savings would be from property staff budget.	0	Dependent on continued HRA budget levels.	N	125

2017/18 General Fund Revenue Budget – Savings Proposals

Idea/Option	Deliverability (Green, Amber, Red)	How will the saving be achieved?, where from and any upfront investment?/if so where will this be funded from	Staff Implications	Service Impact/wider implications of making this saving	Paper or Report required (Y/N)	Value of Saving for 17/18 £000
Further saving from green waste charging	Amber	<p>Report 144/16 projected that the saving from the introduction of a garden waste charge would be £393k, based on an anticipated uptake of approx. 15,000 properties. An allowance was also made for administration costs, and additional costs for disposing of garden waste deposited in residual waste bins. In the first year uptake was greater than expected, exceeding 21,000 properties. This not only increased income, but also meant that additional waste disposal costs were lower than anticipated. Administration costs were also lower than anticipated. The additional uptake meant that more staff and vehicles were required to deliver the service; however, overall a greater saving was made than projected in the committee report.</p>	n/a	<p>This figure will be dependent on the number of subscriptions year on year, but experience elsewhere shows that uptake of the service should increase rather than go down.</p> <p>It is not possible at this stage to put a precise figure on the additional saving as full waste disposal data and costs are still being analysed, but £50k minimum should be deliverable.</p>	N	50 (minimum)

2017/18 General Fund Revenue Budget – Savings Proposals

COMMUNITIES SAVINGS SUMMARY

Savings	Value of Saving for 17/18 £000
Savings Submitted by Directorate (as above) included in Communities	852
Transforming Angus – Agile Savings (as above) included in Communities	442
Transforming Angus – Passenger Transport	14
Corporate Energy Savings (allocated to Directorate)	283
Total Savings allocated to Communities Directorate	1,591
Savings Submitted by Directorate (as above) included in Other Services	85
Transforming Angus – Agile Savings (as above) included in Other Services	30
TOTAL SAVINGS	1,706

In addition to the above on-going savings, a one-off saving for 2017/18 of £20,000 was submitted by Communities in respect of resources previously earmarked in reserves which are no longer required. This amount will therefore be removed from committed General Fund balances.

ANGUS COUNCIL

16 FEBRUARY 2017

BUDGETARY EFFICIENCIES IN COMMUNITIES

REPORT BY ALAN McKEOWN, STRATEGIC DIRECTOR – COMMUNITIES

ABSTRACT

This report summarises proposed alterations to the budget provisions within the Communities Directorate in Angus Council.

1. RECOMMENDATION

It is recommended that Council:

- (i) It is recommended that members agree the package of savings and income charges and delegate their full implementation to officers.

2. ALIGNMENT TO THE ANGUS COMMUNITY PLAN/SINGLE OUTCOME AGREEMENT/CORPORATE PLAN

This report contributes to the following local outcome(s) contained within the Angus Community Plan and Single Outcome Agreement 2013-2016:

- We have a sustainable economy with good employment opportunities

3. BACKGROUND

In line with established Council processes, a full analysis of Communities Directorate budgets was undertaken in advance of the budget setting process for 2017/18 in order to identify any potential efficiencies. Significant in-depth analysis was taken by the Communities Team alongside colleagues in finance.

4. PROPOSALS

4.0 Directorate Wide Savings

As part of the TA Tier 1 savings category, Communities have been set a targeted budget reduction of £117,000 equivalent to 4.7 FTE across all service areas.

A £30,000 saving will be achieved by the removal of one system/information support post in Directorate.

Restricted travel for staff will deliver an anticipated saving of £25,000 by use of SKYPE, teleconferencing, route planning. Review of use/type of mobile phone provision has been set at £10,000 saving.

The directorate is increasingly finding that assistance provided to third parties in the provision of information and advice to enable applications to be submitted for event planning can no longer be accommodated within existing resources and the introduction of a tiered charging fee requires to be introduced. This should yield approximately £7,000 per annum but could be higher dependant on level of fees set.

The Directorate's review of charges proposals are included in the separate Report 49/17 also on the agenda.

Business Support

This service area continues to strive to integrate the main business support elements across Communities, rationalising the number of clerical and administration staff involved in the support functions by operating the successful hub and spoke approach. This concept has already achieved high savings amounting to £567,000 over the past six years, but work continues.

As early an adopter of Virtual Agile to work towards team cohesion and ensure that DELTA/Lean is at the forefront of the way we deliver services before all physical moves will achieve £44,000 of savings, reducing the team by 1.7 FTE.

On-going channel shift projects, once fully implemented, will definitely achieve savings across business support of 2.1 FTE post at saving of £35,000 but these will mainly be attributed to the contact centre but is dependent on the ability of our citizens to channel shift and closure of duplicate channels.

Technical and Property Services

In Technical and Property Services, workforce planning, including agile savings has identified the opportunity for a wholesale restructure from Service Manager Level. This includes a rationalisation of posts which have been held vacant (in some instances utilising agency/temporary staff) ahead of the agile arrangements. It is anticipated that the restructure can accelerate agile savings from 18/19 to 17/18. This equates to a reduction of 6 FTE posts with 2.6FTE lost for 17/18 agile savings. Through long term workforce planning there are no redundancies as a result of this approach. In addition 2.2 FTEs are under review as part of the VR/ER process.

Further savings have been identified from the non-statutory Christmas lighting service. The Roads Service has reviewed Christmas Lighting displays following the previous 3 year budget proposals, to work with communities to enable and empower communities to take over responsibility for the main portion of this non-statutory service, Report 223/16 refers.

Discussions across the 7 Burghs are at different stages with some communities now taking on the role and others less willing to engage whilst the council continues to provide the service. Withdrawal of funding supports those communities which have engaged and is a catalyst to the remaining burghs. The council would continue to support communities particularly in areas where a county wide approach is more appropriate (i.e. anchor bolt safety testing). Savings of £85,000 would be from Other Services budget.

The Local Rail Travel Concession Scheme is a non-statutory service. There is limited benefit (the scheme only works between Montrose and Dundee) in this scheme as bus travel concessions are already available; are more appropriate for the non-coastal Angus areas; and considered the appropriate alternate travel concession. This delivers a savings of £14,000. Other National Railcards are available which offer discounts for rail travel. The National scheme for visually impaired is unchanged as a result of these proposals.

Additional saving of £30,000 will be realised through reduced energy consumption through use of appropriate electrical devices but will require consistent management input across all Directorates.

The use of LED lights, most notably in LED street lighting conversions (spend to save) and further savings due to conversions in 16/17 will deliver £40,000 of energy savings as well as improved lighting and reducing our carbon footprint.

Service level reductions in building maintenance will give savings of £25,000, by stopping activities such as window cleaning to all buildings and reducing routine inspections to minimal requirements.

Income

All charges will be increased by inflation and rounded to the appropriate sum, along with revisions in charges following a benchmarking exercise with other councils.

The increased housing programme will see increased income/costs to the general fund decreased as the Housing Revenue Account is recharged for the staff involved in delivering these projects. This increased housing programme is giving continuity of work for the teams involved going forward in the medium term.

Planning and Place

In planning and place, work force planning will deliver savings of £54,000 through the reduction of a building standards officer and half time community engagement officer. As the posts have been held pending re-engineer of the service there are no redundancies as a result of this saving. In addition there are further staff savings associated with Agile working from the planning service of £13,000.

A reduction in the cost of TayPlan work to the value of £6,000 is included in the savings, depending on the pace of the implementation of the national planning review this saving may be augmented if regional planning is removed as a requirement.

The current Mini-bus fleet has reached the end of its useful life. The pressure on capital budgets has necessitated the ending of the current service provision realising a saving of £20,000. Transferring the buses to the community was explored, but in the end there was no appetite and the buses have now gone to auction and will realise a return in due course.

There is a saving of £50,000 to the other housing budget relating to reduced recharging from Revenues and Benefits as a direct consequence of the redesign of that service.

Regulatory Protective and Preventative Services

Following a further review of the aging public convenience estate a targeted Comfort Partnership Scheme, similar to other Scottish Local Authorities is to be introduced to replace the closure of low use and dilapidated facilities.

A Comfort Partnership Scheme (CPS) is where local businesses are paid an annual fee to allow members of the public to use their toilet facilities without any need to make a purchase. An information gathering exercise provided responses from six Scottish local authorities, who each confirmed that CPSs have provided an improved standard of toilet facility for use by members of the public, at substantially reduced costs. CPSs are therefore a proven alternative service delivery model for council managed toilet facilities.

An assessment was undertaken of the 21 public toilets operated by Waste Management to evaluate whether CPSs could act as effective replacements for these facilities. Following this exercise a number of potential partnership opportunities were identified.

The following council managed facilities are considered for closure on the basis that a suitable partner can be identified:

- Southesk Street, Brechin
- Barry Road, Carnoustie
- The Muir, Edzell
- Bus Stance, Friockheim
- Tannage Brae, Kirriemuir
- Auldbar Road, Letham

This would deliver a net saving of £30,000 per annum.

Whilst no partners have been formally identified at this stage, research carried out elsewhere in Angus offers a high degree of confidence that there will be interest from local businesses. Community groups will also be given the opportunity to take over the management of existing facilities, this approach has proved very successful in Easthaven and Kirriemuir, and other such partnerships are currently being investigated. In the unlikely event that no suitable partner can be found then the facilities would be closed in order to deliver the required level of saving.

The effectiveness of the new partnership scheme will be monitored and evaluated, and if the outcomes outlined above are met then a further report will be brought forward recommending that the scheme be extended.

Income

A review has been undertaken of all charges currently levied in relation to our Parks and Burial Grounds Service. Benchmarking with other Scottish Local Authorities identified areas where additional income could be generated.

Several new potential charges have been identified as a consequence, and based on 2015/16 figures it is estimated that the introduction of the proposed new charges would raise £200,000 in additional income. Areas where it has been proposed to introduce a new charge would include parks lets, a foundation and inspection fee for the erection of monuments and also the introduction of a perpetuity charge for new and existing cemetery lairs to cover the upkeep of the ground. This charge will be applied to all new coffin and casket lairs, and will be applied to existing lairs when there is a request to re-open the ground. The detail is contained in the Directorate Charges Report No. 49/17.

At present Angus Council charges considerably below the Scottish average for burial ground services. Introduction of these additional charges will have the effect of taking Angus Council above the existing average within Scotland, but not by a significant margin.

A further £75,000 will be saved by reducing the supplies and services budget within Parks and Burial Grounds. This will be achieved through improved procurement and tighter controls over the use of consumables.

Uptake of the Garden Waste Subscription Service exceeded expectations, and so a further £50,000 additional saving has been identified on the basis that levels of subscription in 2017/18 will mirror those in 2016/17.

6. FINANCIAL IMPLICATIONS

- 6.1 The application of savings and income across the Directorate equate to a package of £1.706 million savings and income for the financial year 2017/18. This includes the Directorate's share of energy costs and transport savings and savings will be made in the Other Services Budget.

NOTE: No background papers, as detailed by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to a material extent in preparing the above report.

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**2017/18
Provisional Revenue Budget
(Including Budget Savings and Investment Proposals 2017/18)**

Chief Executive

REVENUE BUDGET 2017/18
DIRECTORATE:
BUSINESS UNIT:
SERVICE:

CHIEF EXECUTIVE'S

SUMMARY

Sept. '16 Prices

	<u>Revised</u> <u>2016/17</u> <u>Budget</u> <u>£'000</u>	<u>Provisional</u> <u>Base Budget</u> <u>Submission</u> <u>(Before</u> <u>Investments</u> <u>& Savings)</u> <u>2017/18</u> <u>£'000</u>	<u>Investment</u> <u>Bids</u> <u>Ongoing</u> <u>£'000</u>	<u>Investment</u> <u>Bids</u> <u>One-Off</u> <u>£'000</u>	<u>Budget</u> <u>Savings</u> <u>Applied</u> <u>£'000</u>	<u>Revised</u> <u>Base Budget</u> <u>Submission</u> <u>2017/18</u> <u>£'000</u>
Chief Executive Unit	1,369	1,345	0	0	(39)	1,306
Members'	1,029	1,028	0	0	(10)	1,018
Resilience	111	112	0	0	(1)	111
Economic Development	1,011	1,015	0	0	(72)	943
TOTAL CHIEF EXECUTIVE'S	3,520	3,500	0	0	(122)	3,378

2017/18 General Fund Revenue Budget – Savings Proposals

CHIEF EXECUTIVE

Idea/Option	Deliverability (Green, Amber, Red)	How will the saving be achieved?, where from and any upfront investment?/if so where will this be funded from	Staff Implications	Service Impact/wider implications of making this saving	Paper or Report required (Y/N)	Value of Saving for 17/18 £000
Review of non-statutory services	Green	<p>Ec. Dev. is a non-statutory service however identified as a priority of the Council in terms of investment and economy. Service structure and priorities were reviewed in 2015/16 and new structure put in place including loss of 1.5 FTE and shift of 1 FTE to corporate web team to support digital activity across the Council and 2 p/t staff moved to Comms. team to support corporate activity as well.</p> <p>Review of activities and identification of potential new delivery methods and savings continues on an ongoing basis.</p>	N/A	<p>Business grants – new online Crowdfunder schemes for business to be launched 2017.</p> <p>Subscriptions have been reviewed for impact and longer term benefit adjusted to focus on essential and desirables and prioritised.</p>	<p>Y</p> <p>Please refer to Committee report 430/16 29/11/16 (P & R)</p> <p>N</p>	<p>20</p> <p>35</p>

2017/18 General Fund Revenue Budget – Savings Proposals

Idea/Option	Deliverability (Green, Amber, Red)	How will the saving be achieved?, where from and any upfront investment?/if so where will this be funded from	Staff Implications	Service Impact/wider implications of making this saving	Paper or Report required (Y/N)	Value of Saving for 17/18 £000
Apply 2.5% cut to Supplies and Services Budget	Green	Saving will be achieved across all areas of Directorate.	N/A	N/A	N	30
TA Tier 1 Review - Angus Agile Project – Saving in line with project phasing submitted to CMT	Amber	The target of £36k for Chief Executives Unit will be met from staff vacancies and a reduction in working hours. Ec. Dev. are already agile.	N/A	N/A	N/A	36

44

RESOURCES – CHIEF EXECUTIVE SAVINGS SUMMARY

Savings	Value of Saving for 17/18 £000
Savings Submitted by Directorate (as above)	85
Transforming Angus – Agile Savings (as above)	36
Transforming Angus – Passenger Transport	0
Corporate Energy Savings (allocated to Directorate)	1
TOTAL SAVINGS	122

2017/18
Provisional Revenue Budget
(Including Budget Savings and Investment Proposals 2017/18)

Resources Directorate

REVENUE BUDGET 2017/18
DIRECTORATE:
BUSINESS UNIT:
SERVICE:

RESOURCES

SUMMARY

Sept. '16 Prices

	<u>Revised</u> <u>2016/17</u> <u>Budget</u> <u>£'000</u>	<u>Provisional</u> <u>Base Budget</u> <u>Submission</u> <u>(Before</u> <u>Investments</u> <u>& Savings)</u> <u>2017/18</u> <u>£'000</u>	<u>Investment</u> <u>Bids</u> <u>Ongoing</u> <u>£'000</u>	<u>Investment</u> <u>Bids</u> <u>One-Off</u> <u>£'000</u>	<u>Budget</u> <u>Savings</u> <u>Applied</u> <u>£'000</u>	<u>Revised</u> <u>Base Budget</u> <u>Submission</u> <u>2017/18</u> <u>£'000</u>
Transforming Angus	904	250	0	0	(250)	0
Corporate Improvement & Finance	4,455	4,305	16	0	(319)	4,002
Legal & Democratic Services	2,150	2,215	0	0	(173)	2,042
Organisational Change	3,216	3,162	20	0	(163)	3,019
TOTAL RESOURCES	10,725	9,932	36	0	(905)	9,063

Strategic Directorate:- Resources - Corporate Improvement & Finance

Investment Bids 2017/18

Set out below are the investment bids recommended for approval for 2017/18 listed in priority order and split between ongoing and one-off investments. Bids are restricted to 2017/18 only as investment bids affecting later years may be subject to significant change due to changing circumstances and uplifts provided are dependent on the level of overall resources available to the council which can only be determined in any particular year.

Priority Ref.	Proposal	2017/18 Ongoing £'000	2017/18 One-off	2017/18 Total £'000	2017/18 Staff Impact FTE	Bids Approved	
						2017/18 Ongoing £'000	2017/18 One-off £'000
1	Housing Benefit Administration Grant provided by the Dept of Work & Pensions to the Revenues & Benefits service to administer Housing Benefit is to receive a further cut of £41,000 for 2017/18. The cut is due to further DWP efficiency savings with no related reduction in workload for the service. The proposal is to meet this fall in funding to maintain the service. This shortfall is currently shared 40/60 between Revenues & Other Housing so Revenues share will be £16,000 & Other Housing £25,000.	16	0	16	0.0	16	0
TOTAL INVESTMENT PROPOSALS		16	0	16	0.0	16	0

Risks Affecting Delivery of Budget Proposals, including any impact on any risks identified in Corporate and/or Directorate Risk Register

The budget proposals have been considered from a risk perspective.

There are a number of risks that we will need to monitor and manage to achieve these proposals, as outlined in the table below:-

Table 3

Investment Ref.	Description of Risk	Likelihood (1 - 5)	Impact (1 - 5)	Score *	Further Treatment Required YES / NO
1	Reduction in staffing - there is a risk that not approving this investment would lead to a reduction in staffing at a time of welfare reform when additional requests for support from citizens is expected which could not then be met. There would also be a loss of experience which could lead to service delivery failure, individual workloads could become too great and the pace of change may not be able to be maintained. Linkage to CORRR0006 Workforce Reductions, CORRR014 Welfare Reform, RESRR_0002 Sound Resource Management . Risk would be monitored through monitoring and management of statutory performance information, regular management information and demand levels.	3	3	9	No

Likelihood

Impact

1	Very Low	Negligible
2	Low	Marginal
3	Low to High	Significant
4	High	Major
5	Very High	Critical

Definitions of the above categories are set out in the Council's Risk Management Guidance, which can be accessed via the following link:-

<http://intranet/CouncilInfo/Pages/CorporateManagement-RiskManagement.aspx>

Strategic Directorate:- Resources - Organisational Change

Investment Bids 2017/18

Set out below are the investment bids recommended for approval for 2017/18 listed in priority order and split between ongoing and one-off investments. Bids are restricted to 2017/18 only as investment bids affecting later years may be subject to significant change due to changing circumstances and uplifts provided are dependent on the level of overall resources available to the council which can only be determined in any particular year.

Priority Ref.	Proposal	2017/18 Ongoing £'000	2017/18 One-off	2017/18 Total £'000	2017/18 Staff Impact FTE	Bids Approved	
						2017/18 Ongoing £'000	2017/18 One-off £'000
1	The contracts in place for maintenance of the council's IT infrastructure have been upgraded in line with RPI every year as part of the budget process. The recent Brexit decision has caused increase in costs for all US based companies of between 6% and 8%. It is anticipated that an increase of 2.6% would enable contracts to be maintained at current levels. Failure to invest will mean some IT service levels will be reduced.	20	0	20	0.0	20	0
TOTAL INVESTMENT PROPOSALS		20	0	20	0.0	20	0

Risks Affecting Delivery of Budget Proposals, including any impact on any risks identified in Corporate and/or Directorate Risk Register

The budget proposals have been considered from a risk perspective.

There are no risks that we will need to monitor and manage to achieve these proposals;

2017/18 General Fund Revenue Budget – Savings Proposals

RESOURCES - CORPORATE IMPROVEMENT & FINANCE

Idea/Option	Deliverability (Green, Amber, Red)	How will the saving be achieved?, where from and any upfront investment?/if so where will this be funded from	Staff Implications	Service Impact/wider implications of making this saving	Paper or Report required (Y/N)	Value of Saving for 17/18 £000
Income generation	Green	Review of actual costs of services provided to other parties. Move to full cost recovery in all cases – e.g. ESEC, ACCCT, etc.	None	No impact expected but customers may choose to receive finance services elsewhere in future	N	3
TA Tier 1 Review-Angus Agile Project – Saving in line with project phasing submitted to Council Management Team	Green	Saving will be achieved from deletion of vacant post and vacant hours for some posts, the non-renewal of posts filled by temporary staff and the part year savings expected to come from reviews of Finance Services, Revenues & Benefits and Welfare Rights. The saving of £294k represents a 7% reduction in our net budget and comes on top of the 15% reduction applied in the last 3 years.	Proposed savings equate to a reduction in FTE staffing of 8.5. All of this reduction will come from deletion of vacant posts and non-renewal of temporary contracts	Some of the savings will have minimal impact but most will reduce our capacity to support front line services to manage their finances and reduce the numbers of staff available to provide revenues and benefits and welfare rights services. Our reviews will seek to limit the impact on service provision but some reduction in service breadth and quality is unavoidable.	N	294

2017/18 General Fund Revenue Budget – Savings Proposals

RESOURCES – CORPORATE IMPROVEMENT & FINANCE SAVINGS SUMMARY

Savings	Value of Saving for 17/18 £000
Savings Submitted by Directorate (as above)	3
Transforming Angus – Agile Savings (as above)	294
Transforming Angus – Passenger Transport	0
Corporate Energy Savings (allocated to Directorate)	22
TOTAL SAVINGS	319

50

In addition to the above on-going savings, a one-off saving for 2017/18 of £27,000 was submitted by Corporate Improvement & Finance in respect of resources previously earmarked in reserves which are no longer required. This amount will therefore be removed from committed General Fund balances.

2017/18 General Fund Revenue Budget – Savings Proposals

RESOURCES – LEGAL & DEMOCRATIC SERVICES

Idea/Option	Deliverability (Green, Amber, Red)	How will the saving be achieved?, where from and any upfront investment?/if so where will this be funded from	Staff Implications	Service Impact/wider implications of making this saving	Paper or Report required (Y/N)	Value of Saving for 17/18 £000
Apply 2.5% cut to Supplies and Services Budget	Green	LDS supplies and services have been reduced a number of times over the past several years but a 2.5% cut is considered achievable.	None	Tighter control over supplies and services budget expenditure	N	15
TA Tier 1 Review - Angus Agile Project – Saving in line with project phasing submitted to CMT	Green	Saving will be achieved from deletion of vacant posts, vacant hours for some posts and the non-renewal of posts filled by temporary staff. The saving of £152k represents a 6.5% reduction in our net budget and comes on top of the 12% reduction applied in the last 3 years.	Proposed savings equate to a reduction in FTE staffing of 6.5. All of this reduction will come from deletion of vacant posts and vacant hours and non-renewal of temporary contracts	The requirement to meet flexible hours request has placed strain on the service. However by adapting work practices and upskilling employees – we are confident that the removal of these posts/hours will cause minimal impact on the service.	N	152

2017/18 General Fund Revenue Budget – Savings Proposals

RESOURCES – LEGAL & DEMOCRATIC SERVICES SAVINGS SUMMARY

Savings	Value of Saving for 17/18 £000
Savings Submitted by Directorate (as above)	15
Transforming Angus – Agile Savings (as above)	152
Transforming Angus – Passenger Transport	0
Corporate Energy Savings (allocated to Directorate)	6
TOTAL SAVINGS	173

In addition to the above on-going savings, a one-off saving for 2017/18 of £180,000 was submitted by Legal and Democratic Services in respect of resources previously earmarked in Special Funds which are no longer required. This amount will therefore be removed from committed Special Fund balances.

2017/18 General Fund Revenue Budget – Savings Proposals

RESOURCES – ORGANISATIONAL CHANGE

Idea/Option	Deliverability (Green, Amber, Red)	How will the saving be achieved?, where from and any upfront investment?/if so where will this be funded from	Staff Implications	Service Impact/wider implications of making this saving	Paper or Report required (Y/N)	Value of Saving for 17/18 £000
TA Tier 1 Review - Angus Agile Project – Saving in line with project phasing submitted to CMT	Green	Saving will be achieved from deletion of vacant posts and vacant hours for some posts, the non-renewal of posts filled by temporary staff and the part year savings expected to come from reviews of Organisational Change Services. In addition the corporate training budget has been reduced and savings realised from rural broadband	A proportion of the proposed savings equate to a reduction in FTE staffing of 5.5. This reduction will come from deletion of vacant posts/hours.	Some of the savings will have minimal impact but some will reduce our capacity to support other services.	N	164

2017/18 General Fund Revenue Budget – Savings Proposals

RESOURCES – ORGANISATIONAL CHANGE SAVINGS SUMMARY

Savings	Value of Saving for 17/18 £000
Savings Submitted by Directorate (as above)	0
Transforming Angus – Agile Savings (as above)	164
Transforming Angus – Passenger Transport	0
Corporate Energy Savings (allocated to Directorate)	(1)
TOTAL SAVINGS	163

REVENUE BUDGET 2017/18

DIRECTORATE:

BUSINESS UNIT:

SERVICE:

VARIOUS

OTHER SERVICES

	<u>Revised</u> <u>2016/17</u> <u>Budget</u> <u>£'000</u>	<u>Provisional</u> <u>Base Budget</u> <u>Submission</u> <u>(Before</u> <u>Investments</u> <u>& Savings)</u> <u>2017/18</u> <u>£'000</u>	<u>Budget</u> <u>Savings</u> <u>Applied</u> <u>£'000</u>	<u>Revised</u> <u>Base Budget</u> <u>Submission</u> <u>2017/18</u> <u>£'000</u>	Officer to Oversee Service Delivery & Manage Budget
Corporate Initiatives	23	23		23	Chief Executives Unit
Angus Council Community Grants Scheme	51	51		51	Service Manager - Economic Development
Long Service Award Scheme	3	3		3	Head of Organisational Change
Health and Safety at Work	12	12		12	Head of Organisational Change
Employee Assistance Programme	20	20		20	Head of Organisational Change
Ordinance Survey	63	63		63	Head of Organisational Change
Staff & Elected Member Training	120	90		90	Organisational Development Manager
Audit Fee	255	240		240	Head of Corporate Improvement & Finance
COSLA	73	73		73	Head of Corporate Improvement & Finance
Interest on Revenue Balances	(300)	(350)		(350)	Head of Corporate Improvement & Finance
Corporate & Democratic Core	10	7		7	Head of Corporate Improvement & Finance
Provision for Additional Burdens	467	1,380		1,380	Head of Corporate Improvement & Finance
NDR Discretionary Reliefs	70	70		70	Head of Corporate Improvement & Finance
Council Tax Support	5,285	5,490		5,490	Head of Corporate Improvement & Finance
Scottish Welfare Fund	442	512		512	Head of Corporate Improvement & Finance
Discretionary Housing Payments	46	550		550	Head of Corporate Improvement & Finance
Scotland Excel	89	89		89	Head of Corporate Improvement & Finance
Corporate Equalities	2	2		2	Head of Corporate Improvement & Finance
Cash Payment Transaction Costs	0	50		50	Head of Corporate Improvement & Finance
Non-staff TA Agile savings	0	(88)		(88)	Head of Corporate Improvement & Finance
TA Agile costs of undertaking review	0	118		118	Head of Corporate Improvement & Finance
Electoral Registration	175	175		175	Head of Legal & Democratic Services
Council Election Expenses	62	62		62	Head of Legal & Democratic Services
Children's Panel	43	43		43	Head of Legal & Democratic Services
Public Records (Scotland) Act	50	50		50	Head of Legal & Democratic Services
Upkeep of Clocks & War Memorials, etc.	50	50		50	Head of Technical & Property Services
Centralised Property Maintenance	642	603		603	Head of Technical & Property Services
Centralised Energy Management	169	169	(37)	132	Head of Technical & Property Services
Carbon Reduction Fund	452	407		407	Head of Technical & Property Services
Feasibility Studies	25	25		25	Head of Technical & Property Services
CCTV - Angus Share of Costs (Gross)	145	145		145	Head of Technical & Property Services
Christmas Lighting	119	119	(85)	34	Head of Technical & Property Services
Citizens Advice Bureau	108	108		108	Head of Quality & Performance
Support Services	0	0		0	
Net Expenditure	8,771	10,361	(122)	10,239	

REVENUE BUDGET 2017/18

DIRECTORATE:
BUSINESS UNIT:
SERVICE:

VALUATION JOINT BOARD & JOINT ARRANGEMENT

Sept. '16 Prices

	<u>Revised</u> <u>2016/17</u> <u>Budget</u> <u>£'000</u>	<u>Provisional</u> <u>Base Budget</u> <u>Submission</u> <u>(Before</u> <u>Investments</u> <u>& Savings)</u> <u>2017/18</u> <u>£'000</u>	<u>Investment</u> <u>Bids</u> <u>One-Off</u> <u>£'000</u>	<u>Budget</u> <u>Savings</u> <u>Applied</u> <u>£'000</u>	<u>Revised</u> <u>Base Budget</u> <u>Submission</u> <u>2017/18</u> <u>£'000</u>
<u>Valuation Joint Board</u>					
Net Expenditure	750	736	0	0	736
<u>Tayside Contracts (Joint Arrangement)</u>					
Net Surplus (Angus Share)	(218)	(300)	0	0	(300)