

ANGUS COUNCIL

15 FEBRUARY 2018

CHANGE PROGRAMME

REPORT BY HEAD OF STRATEGIC POLICY, TRANSFORMATION & PUBLIC SECTOR REFORM

ABSTRACT

This report provides detail in relation to the Council's Change Programme for budget setting purposes.

1. RECOMMENDATIONS

1.1 It is recommended that Angus Council:

- (i) Acknowledges the extensive work progressed in the development of our transformational Change Programme to date and agrees the proposals and savings for year 2018/19 as outlined in Schedule 1 and detailed in Schedule 2;
- (ii) Notes the proposals and savings targets currently identified for 2019/20 and 2020/21 totalling £17.36m giving a total savings package over 3 years of £27.66m; and
- (iii) Agrees the proposals detailed in separate reports in Schedule 3 for:
 - Change Instrumental Music Service (Schedule 3a);
 - Angus School Staffing – Budget Efficiencies (Schedule 3b);
 - Public Transport (Schedule 3c);
 - Reduced Level of Winter Maintenance (Schedule 3d); and
 - Public Parking review (Schedule 3e).

2. ALIGNMENT TO THE ANGUS LOCAL OUTCOMES IMPROVEMENT PLAN/CORPORATE PLAN

2.1 This report contributes to the local outcomes contained within the Angus Local Outcomes Improvement Plan, Locality Plans and Council Plan.

3. BACKGROUND

3.1 Work has progressed over the financial year to develop the Change Programme by the Council's leadership team in order to meet the challenge of reduced resources and make improvements to services focussed on the Economy, People, Place and Council business. This programme of changes will contribute to the budget setting process for 2018/19.

4. PROGRESS OVERVIEW

4.1 Significant progress has been made in developing the Change Programme and this is reflected in the summary included in Schedule 1. A number of projects have now had savings confirmed and the overall estimated savings value over the next three financial years is now totalling £27.66m (including target savings for 2019/20 and 2020/21).

4.2 'Peer Review of Budget Efficiencies' workshops were held with members of the Leadership Forum during November/ December. The outputs from these workshops identified:

- Elements of existing service budgets that were no longer needed;
- New ideas for stopping or doing things differently; and
- Priorities from the ideas that were generated by staff at the opportunity workshops in January 2017.

- 4.3 Progress has also been made in linking outcomes with the Change Programme. The Local Outcomes Improvement Plan (LOIP) and Council Plan priorities are being addressed under Economy, People and Place. Examples of potential future change initiatives, with their associated investment and growth requirements (where known), have been added to the overall list of projects in Schedule 1.
- The future investment ambitions have been included to show that the Council's Change Programme involves delivering significant investment and improvement in our communities across Angus. This reflects our policy priorities as set out in our LOIP, four Locality Plans and Council Plan.
- 4.4 The pace of collaboration is also increasing between the Councils in Tayside. When they met in December, the Chief Executives of Angus, Dundee City and Perth & Kinross Councils saw evidence of strong progress in shared working between our organisations, with updates on seven (out of the ten) areas of collaboration provided at the meeting.
- 4.5 As would be expected, there has also been a strong focus on firming up savings attributed to Financial Year 2018/19. This has been extended to also establish target savings for all the various initiatives covering Financial Years 2019/20 and 2020/21. The scope of these projects will be developed further over the forthcoming months and target savings clarified as projects are fully scoped.
- 4.6 Schedule 2 includes Project Summary Reports for the various projects included in the Change Programme.
- 4.7 The projects which include policy implications have full reports in Schedule 3, as follows:
- Change Instrumental Music Service (Schedule 3a);
 - Schedule 3b: Angus School Staffing – Budget Efficiencies (Schedule 3b);
 - Public Transport (Schedule 3c);
 - Reduced Level of Winter Maintenance (Schedule 3d); and
 - Public Parking review (Schedule 3e).
- 4.8 It is emphasised that these policy related reports, and associated recommendations, are implicit to the overall package of change and improvement that, together, are required in their totality to ensure that the Council achieves a balanced budget over the next three years.
- 4.9 Equalities Impact Assessments (EIAs) have been developed for projects that are scoped sufficiently at this stage to be able to complete this. These are available separately to accompany each report.
- 4.10 A report in relation to progress with the School Investment Strategy was considered and agreed at the Children & Learning Committee and full Council at their respective meetings on 30 January 2018.

5. BENEFITS MANAGEMENT

- 5.1 The full summary of Change Programme benefits are detailed in Schedule 1.
- 5.2 It should be noted that savings attributed to AHSCP are based on a “flat cash” budget settlement in comparison to projected growth included in the Medium Term Budget Strategy. Flat cash means providing the same budget allocation as the previous year. For budget setting purposes the flat cash recommendation is already reflected in the net expenditure summary and so the Change Programme savings for AHSCP totalling £3.3m in 2018/19 have been deducted from the programme for presentation purposes to avoid double counting. The additional income from council tax due to new build is also presented this way for budget setting purposes and is therefore deducted below the programme to ensure there is no double counting.
- 5.3 The Medium Term Budget Strategy sets out the budget challenge over the next three financial years as being £38.4m. With the Change Programme identifying savings of £27.66m over that same period, there still remains a gap to close. This will continue to be addressed over the forthcoming months, and the target assessments included for Financial Years 2019/20 and 2020/21 will be confirmed and increased to provide further confidence. There is now sufficient certainty in relation to the savings to be delivered in Financial Year 2018/19 to set the budget and council tax.

6. SIGNIFICANT INFORMATION - SCHEDULES

- 6.1 Schedule 1 provides a complete summary of the Change Programme, including savings and investment. This will continue to be developed and Information Reports with updates will continue to be provided on a quarterly basis to the Policy and Resources Committee.
- 6.2 Schedule 2 provides a Project Summary Report for each project included on Schedule 1, except for outcomes initiatives and policy related projects which are included in Schedule 3.
- 6.3 Schedule 3 provides full reports for policy related projects.

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.

REPORT AUTHOR: Vivien Smith, Head of Strategic Policy, Transformation & Public Sector Reform
EMAIL DETAILS: CHIEFEXEC@angus.gov.uk

List of Appendices:

Schedule 1: Change Programme Summary
Schedule 2: Project Summary Reports
Schedule 3: Reports:

- Schedule 3a: Change Instrumental Music Service;
- Schedule 3b: Angus School Staffing – Budget Efficiencies;
- Schedule 3c: Public Transport;
- Schedule 3d: Reduced Level of Winter Maintenance; and
- Schedule 3e: Income: Public Parking review.

ANGUS COUNCIL

15 FEBRUARY 2018

CHANGE PROGRAMME SUMMMARY

Improving our Efficiency through Change																	
Jan	2017	Dec	Jan	2018	Dec	Jan	2019	Dec	Jan	2020	Dec	Jan	2021	Dec	Jan	2022	Dec
CHANGE INITIATIVES								2018/19		2019/20		2020/21		CAPITAL INVESTMENT		REVENUE INVESTMENT	
Economy: we want Angus to be a 'go to' area for businesses an inclusive and sustainable economy a skilled and adaptable workforce attractive employment opportunities																	
Digital Transformation																	
Digital Programme																	
Tayside Collaborative																	
Digital Infrastructure in Angus (e.g. including Broadband roll-out)																	
City Deal: Tayside Collaborative																	
Montrose Link Project																	
Port to Rail Transfer																	
Innovative Engineering and Manufacturing Hub																	
Hospitalfield Arts Development																	
Expand Shared Apprenticeship Scheme																	
Protecting our Citizens from Financial Harm (e.g. Scams, Flooding, Road Safety)																	
Tackling Fuel Poverty through Housing Improvement/ New Build																	
Supporting and Empowering Communities (e.g. Community Asset Transfer, Pride In Place)																	
Corporate Services: Tayside Collaborative																	
Procurement and Commissioning: Tayside Collaborative																	
Developing Tayside Contracts: Tayside Collaborative																	
Roads Maintenance																	
FM Services																	
Policy Related Service Changes																	
Business Support Programme																	
Clerical & Admin Review																	
Purchase to Pay																	
Process Redesign, Process Automation (PRPA)																	
Contact Centre																	
Corporate Risk, Insurance, Health, Safety & Resilience																	
Revenues & Benefits Function Redesign																	
Review of Print & Copy Services																	
EDRMS Implementation																	
Commercial Excellence, Phase 1																	
ICT Hardware Review (excluding Schools)																	
One Council Approach to Applications																	
Utilities Billing Audit																	
Procurement Review																	
Finance Review																	
Transforming Resources Review (Welfare Rights)																	
SVQ Assessment Centre																	
Introduction of Pre- Application Charges in Planning																	
Review of Toilet Provision at Arbroath Harbour/Review of Visitor																	
Review of Mobile Provision, Phone/Alarm Lines Arrangements																	
Income Generation from Property																	
Income - Council Tax from New Builds																	
Commercialisation: Increase Income Streams																	
Social Enterprise Development																	
People: we want to maximise inclusion and reduce inequalities the best start in life for children more opportunities for people to achieve success improved physical, mental and emotional health and well being																	
Developing our Young Workforce																	
Financial Education																	
Digital Skills Development																	
Workforce Development																	
Investing in Schools/ Early Years to Improve Attainment and Achievement																	
Preventative Service Design																	
Vulnerable Families																	
Agile and Digital Implementation Project (People)																	
AHSCP - Improvement and Change Programme																	
Agile Working																	
Help to Live at Home																	
Care Homes Review																	
Review of Learning Disabilities Services																	

Improving our Efficiency through Change

People: we want to maximise inclusion and reduce inequalities the best start in life for children improved physical, mental and emotional health and well being
more opportunities for people to achieve success

ANGUSALive - Improvement and Change Programme					
Agile Working	63,249				
Review of Charges					
Organisational Review	236,751				
Review of Opening Hours					
Other Initiatives		300,000	300,000		
Children's Services: Tayside Collaborative		100,000	100,000		
Change Instrumental Music Service	80,000	60,000			
Reduction of Strategic Director Post	111,000				
Workforce Change					
Managers	1,000,000	400,000			
Organisational Design	600,000	1,500,000	500,000		
Teachers	760,000	548,000	363,000		
Income - Employees Purchasing Leave	58,000				
Workforce Pay, Grading and T&C Review		200,000	200,000		
Review of Overtime/Additional Hours - AC only	30,000	50,000			
Travel Policy for Staff, including use of Electric Vehicles		25,000	25,000		
School Office Review (including Online School Payments)	319,000				
Peer Review of Budgets Efficiencies	200,000				
Re-assessment of General Fund Re-charge for Housing Options Services	100,000				

Place: we want our communities to be strong, resilient and led by citizens safe, secure, vibrant and sustainable communities an enhanced, protected and enjoyed natural and built environment
a reduced carbon footprint

Develop a Strategic Partnership Vision for Arbroath as a Priority Area for Commercial, Cultural and Community Regeneration					
Combined Schools, Community and College Campus					
New Road Layout to Stimulate/Facilitate Investment					
Cultural/Artistic hub					
Grow a Green Community					
Support/ Initiate the 'Greening' of a Street, Village or Burgh					
Progress Participatory Budgetting (PB) Initiative				460,000	120,000
Develop Community Capacity and an Angus Deal with Communities					
Review Establishment of Arms Length Housing Organisation					
Roads: Tayside Collaborative					
One Public Estate: Tayside Collaborative		10,000	10,000		
Public Transportation: Tayside Collaborative		10,000	10,000		
Public Transport	40,000				
Waste Shift Patterns Review		160,000			
Reduced Service Level of Winter Maintenance - Footpaths	50,000				
School Investment Strategy			150,000	14,600,000	
Agile/ Estates Review					
Reduction in Property Costs					
Improved Staff Efficiency/ Ways of Working	607,000	342,000	910,000	5,220,000	
Reduced Travel Costs					
Income - Public Parking Review	300,000	400,000			
Increase Re-Cycling		10,000	10,000	1,454,000	
Library Estate/ Service - Review Current Delivery Arrangements		10,000	10,000	4,200,000	
Museums/ Collections - Review Current Delivery Arrangements		10,000	10,000		
Tackling Climate Change					
Solar Farm at Restenneth		50,000	50,000		20,000
New Energy Initiatives		25,000	25,000		
Decarbonising our Environment (e.g. LED lighting, Active Schools)		10,000	10,000		

Business: we want Angus Council to be efficient and effective council plan 2017 - 2022 change programme workforce plan
budget strategy digital strategy

Review our Property Estate to Gain Maximum Value at Minimum Cost					
Intranet Development					
Upgrade Payroll/HR System					
Improve our Data Management to Inform Service Design					
Recharging - Buildings, Administration (Facilities Management)	10,000	20,000	20,000		
Zero Based Budgetting (including ability to provide unit costs)		500,000	500,000		
Charging for Non Core Services/ Income Generation		10,000	10,000		
Total General Revenue Fund Savings	10,297,000	9,781,326	7,581,574		
Savings Already Reflected in Net Expenditure Summary	2018/19				
Change Programme Savings for 2018/19	10,297,000				
Less: AHSCP Change Programme Savings for 2018/19	-3,300,000				
Less: Council Tax from New Builds	-250,000				
Savings for Revenue Budget Calculation	6,747,000				

REPORT AUTHOR: Vivien Smith, Head of Strategic Policy, Transformation & Public Sector Reform
EMAIL DETAILS: CHIEFEXEC@angus.gov.uk

ANGUS COUNCIL**15 FEBRUARY 2018****CHANGE PROGRAMME PROJECT SUMMARY REPORTS**

This Schedule provides a Project Summary Report for each project included on Schedule 1, except for outcomes initiatives and policy related projects which have been reported separately.

Projects that have staffing implications relate to the Workforce Plan 2018 – 2021, which was agreed by the Council at its meeting on 7 September 2017 (Report 276/17 Appendix 2 refers).

These projects are all being delivered in accordance with the Council's Managing Workforce Change policies.

DIGITAL TRANSFORMATION: DIGITAL PROGRAMME

One of the Council's key ambitions is to be digital by 2020. The details for achieving this is captured in our digital strategy and roadmap, aimed at improving how we run our business and interact with our customers.

Four main strands of work have been identified under the banner of this enabling project, with a revised Digital Strategy having been completed and presented to members on 6 February with full reporting to Policy & Resources Committee on 13 March 2018.

Other work that has commenced and is to be completed for 31 March 2018, is the introduction of Webchat/ Chatbots linking to our website and development Report It functionality. The IT Service Catalogue is being developed with a view to better matching IT Service provision to stakeholder requirements.

DIGITAL TRANSFORMATION: TAYSIDE COLLABORATIVE

This enabling initiative aims to use Digital Transformation to help achieve financial savings for all the Tayside local authorities by growing the following areas:-

- develop skills and capability in new and emerging technologies
- drive public sector reform initiatives
- promote economic growth in Fife, Dundee, Perth & Kinross and Angus

A joint Chief Executive meeting was held in December 2017 to review the shared developments to date. It is anticipated delivery of the first tranche by 30 June 2018, with the possibility of identifying future savings.

CITY DEAL: TAYSIDE COLLABORATIVE

The Tay Cities Deal: Working towards a smarter and fairer Angus, Dundee, Perth & Kinross and North East Fife.

Progress has been made at the collaborative level on regional economic development, strategic regional planning opportunities, inward investment and skills development.

CORPORATE SERVICES: TAYSIDE COLLABORATIVE

This project will provide a range of collaborative corporate services across Tayside councils to improve efficiency.

The next steps of the project are being defined to allow full discussion on delivery models linked to levels of savings.

PROCUREMENT AND COMMISSIONING: TAYSIDE COLLABORATIVE

In working with our partners across Tayside, this project will identify collaborative procurement opportunities to drive out substantial savings.

A detailed project plan and resourcing document are being developed for the end of February 2018 and this will be utilised to help shape the project over the next two financial years.

DEVELOPING TAYSIDE CONTRACTS: TAYSIDE COLLABORATIVE - ROADS MAINTENANCE AND FACILITIES MANAGEMENT SERVICES

The Council intends to carry out a review of our requirements with Tayside Contracts to improve efficiency where this is possible. A number of aspects will be considered. The project team was established in November 2017, and is working to develop this project to deliver savings over the next three years.

DEVELOPING TAYSIDE CONTRACTS: TAYSIDE COLLABORATIVE – POLICY RELATED SERVICE CHANGES

This new project will examine the current policies where there may be opportunities to deliver services within the Councils in a different and more efficient manner.

BUSINESS SUPPORT PROGRAMME

This major project looks at the streamlining and redesign of back office, clerical, administration and contact processes. There are a number of strands to the project which will be taken forward ensuring digital efficiencies are embedded. These are split into sub projects and include:-

- **Clerical and Admin** – Redesigning the way clerical and administration support is provided in the Council in tandem with reviewing the grade bandings and responding to the introduction of the living wage
- **Purchase to Pay (P2P)** – Streamlining the purchase to pay process across the Council and redesigning the corporate support service for the function
- **PRPA** – Implementing process redesign, process automation (PRPA) to automate manual, rules-based processes and offer re-training and re-skilling opportunities for our workforce
- **Contact Centre** – Full redesign of the way in which customers transact with the Council in a more efficient and consistent way. One of the main routes will be to provide an omni channel contact centre, prioritising work moving to digital channels.
- **Revenues and Benefit function** - Service re-design of the service delivery model. This review is concluded and will be implemented from 1 April 2017.
- **Risk, Insurance, Health, Safety and Resilience functions** – Review of the corporate functions to ensure fit for purpose and to redesign the service in a more efficient and cost effective way
- **EDRMS** - Provision of an electronic document and records management solution to support the Council implementation of records/ information management to meet legislative requirements, along with improved service efficiency
- **Review of Print & Copy Services** – Review of existing contracts arrangements and working practices

COMMERCIAL EXCELLENCE - ICT HARDWARE REVIEW (EXCLUDING SCHOOLS)

The Council will revise its approach to Information Communication Technology hardware purchase matching technical compatibility to IT hardware requirement to the job over the whole Council by implementing a fixed and assured level of Council IT service being offered.

COMMERCIAL EXCELLENCE REVIEW – ONE COUNCIL APPROACH TO APPLICATIONS

The proposition is that a Council wide review is undertaken of all software in use. This will then be assessed against pre-defined criteria with a view to retaining, upgrading, retiring or replacing it on a planned basis. A costed application road map will be developed.

COMMERCIAL EXCELLENCE REVIEW - UTILITIES BILLING AUDIT

The purpose of this proposal is to undertake an audit of the Council's utilities billing arrangements to:

- verify contractual arrangements, tariffs charged, billing arrangements
- investigate if selected buildings can be more efficient in energy consumption/draw
- identify further energy efficiency opportunities

This will ensure that arrangements are robust and flexible to respond to the changing estate.

PROCUREMENT REVIEW

These savings will be delivered from the improved contracts terms achieved from recent contract awards made through collaboration activities at national and Tayside level.

FINANCE REVIEW

This review focuses on five main areas which include processes and arrangements around financial chart of accounts, budget forecasting, budget monitoring, closure of financial accounts and a redesign/restructure of the service. The review will also consider the smaller manual processes to increase efficiency, ensuring maximum use of technology solutions and applications. Savings will mainly arise from reduction in staff numbers.

TRANSFORMING RESOURCES REVIEW (WELFARE RIGHTS)

The project will review all areas of service provided by the Welfare Rights Service including activities, processes, staffing levels and grades.

The review will look at existing ways of providing the service and the benefits derived from this and will also look at how technology, self-service and other providers can be used to deliver financial savings. This review is in the implementation phase.

SVQ ASSESSMENT CENTRE

Opportunity to review and consolidate the SVQ activity within the Council - currently 3 in operation (People – Children & Learning, Place – Communities/Previous CLD Team, Chief Executive Unit - Economic Development).

Following the review of internal assessment centres there is limited scope for efficiencies within the Council. A scoping document is being prepared to assess the viability of externally commissioning some social care SVQs, rather than providing a fully in-house service.

INTRODUCTION OF PRE-APPLICATION CHARGES IN PLANNING

The Council's Planning Service currently offers free pre-application advice to prospective applicants for planning permission. It deals with around 900 pre-application enquiries each year, and has a target of dealing with any enquiry within 15 working days. Not all pre-application enquiries result in an application, and not all applications are the subject of pre-application enquiries.

The Council is considering the introduction of potentially charging for their pre-application advice service, commencing in financial year 2019/20.

REVIEW OF TOILET PROVISION AT ARBROATH HARBOUR/REVIEW OF VISITOR INFORMATION PROVISION

This project is to review the occupancy and management arrangements of premises at Arbroath Harbour Visitor Centre.

REVIEW OF MOBILE PROVISION AND PHONE/ALARM LINES ARRANGEMENTS

This review aims to undertake a fundamental review of existing phone lines, alarm lines and use of mobile phones throughout the Council, taking cognisance of the reducing workforce numbers and change to council estate.

INCOME GENERATION FROM PROPERTY

This project is being progressed to identify new opportunities to generate additional income for the Council via creative use of property estate.

INCOME – COUNCIL TAX FROM NEW BUILDS

New build housing continues to be delivered throughout Angus and accordingly there is also growth in Council Tax revenue.

COMMERCIALISATION: INCREASE INCOME STREAMS

This project will examine potential opportunities for the Council to generate new income streams as part of the commercialisation programme.

SOCIAL ENTERPRISE DEVELOPMENT

Following completion of the Angus Social Enterprise Strategy to explore potential areas of Council activity that could be delivered in alternative ways including through development of new social enterprises.

AGILE AND DIGITAL IMPLEMENTATION PROJECT (PEOPLE)

There is a recognised need within the People/Children and Learning Directorate to progress the development of the information technology infrastructure to support mobile and agile working, to support electronic case records management and to improve the customer experience and outcomes for those who use these services.

The current social care system is being upgraded during 2018-19. This will facilitate the move to agile working. In addition, a dedicated file store is being developed to support better records management.

AHSCP – IMPROVEMENT AND CHANGE PROGRAMME

The proposed Improvement and Change Programme aims to improve the current operating model in a further range of health and social care services. These service changes cover several service user groups and share a common goal of achieving cost effective and sustainable service models which meet the outcomes required by service users.

The purpose of the AHSCP - Improvement and Change Programme is to:

- Deliver improvements to services which also contribute to achieving efficiency savings or more effective use of resources which will deliver the best outcomes for the people of Angus;
- Coordinate service reviews and improvement project plans to deliver a coherent and strategic change programme; and
- Plan and deliver a programme of change which will achieve the desired configuration of services, within the budget plan and required timescales.

Decisions on the projects which make up the AHSCP Improvement and Change Programme is a matter for the Integration Joint Board not Angus Council.

ANGUSALive – IMPROVEMENT AND CHANGE PROGRAMME

This incorporates all change proposals in ANGUS Alive, covering operational, initiatives and collaborative programmes.

CHILDREN'S SERVICES: TAYSIDE COLLABORATIVE

This project is examining the potential for extended collaborative approaches involving Education and Children's Services working in close partnership with Children's Health, NHS Tayside, the third sector and private enterprise. Angus, Dundee and Perth & Kinross Councils, along with partners, are working closely to improve outcomes for children, young people and families through improved collaboration.

Chief Executives have agreed governance arrangements and each identified workstream has developed its own set of milestones/ projects which are being managed within these collaborative governance arrangements.

REDUCTION OF STRATEGIC DIRECTOR POST/ OTHER POST ADJUSTMENTS

This project related to the reduction of one Strategic Director post from 1 June 2017 and is complete.

WORKFORCE CHANGE - MANAGERS

In the report to committee establishing the new directorate and heads of service structure, reference was made to the need to review service managers. This is in line with the aim of becoming a smaller and more sustainable organisation. The review covered posts from LG11 up to Head of Service and provided the opportunity to ensure fairness and clarity of role for managers within its scope. The new service structures were developed in line with organisational design principles to create a flatter, less hierarchical organisation fit for now and the future. The outcomes from this review will be implemented on 1 April 2018.

WORKFORCE CHANGE – ORGANISATIONAL DESIGN

A review of the organisation design and associated staffing, linking to the outcomes from the new structure established as part of the Managers' review, but excluding posts already included in other specific reviews (where applicable).

WORKFORCE CHANGE: INCOME – EMPLOYEES PURCHASING LEAVE

This project is a continuation and expansion of arrangements where employees are allowed to purchase additional annual leave. There has been an increased uptake of this opportunity for financial year 2018/19.

WORKFORCE CHANGE: WORKFORCE PAY, GRADING AND T&C REVIEW

A review of terms and conditions will be undertaken which will include consideration of current working arrangements, enhancements, subsistence, car leasing scheme etc. A package of terms and conditions will be developed for consultation with employees and trade unions.

WORKFORCE CHANGE: REVIEW OF OVERTIME/ADDITIONAL HOURS – AC ONLY

This project is aimed at analysing the rationale for current practice and implementing new approaches which reflect a sustainable organisation with resources carefully planned without the need for overtime working and additional hours – unless there are truly exceptional circumstances.

WORKFORCE CHANGE: TRAVEL POLICY FOR STAFF, INCLUDING USE OF ELECTRIC VEHICLES

This is a new project which is emerging as a result of staff adopting new ways of agile working and the Council's investment in progressing green travel arrangements. Current travel policies for staff do not reflect those changes and require to be updated to ensure the Council maximises the potential benefits.

PEER REVIEW OF BUDGET EFFICIENCIES

This project aims to undertake a review of service team budgets to identify areas where savings can be achieved in their 2018/19 expenditure and future years.

RE-ASSESSMENT OF GENERAL FUND RE-CHARGE FOR HOUSING OPTIONS SERVICE

This project is the re-assessment of the amount re-charged to the General Fund Other Housing Budget from the HRA for Housing Options and Homelessness services.

ONE PUBLIC ESTATE: TAYSIDE COLLABORATIVE

This project relates to savings generated from adopting a collaborative approach to making best use of the public estate across Angus and Tayside.

PUBLIC TRANSPORTATION: TAYSIDE COLLABORATIVE

This project relates to savings generated from taking a collaborative approach to public transportation pan Tayside.

ROADS: TAYSIDE COLLABORATIVE

This project relates to savings generated from taking a collaborative approach to roads maintenance pan Tayside.

WASTE SHIFT PATTERNS REVIEW

This project is a further stage of the review of shift patterns in Waste Services. The sum of £160k has been identified for 2019/20, but requires to be validated as the project progresses.

AGILE/ESTATES REVIEW

The focus is on staff being enabled to deliver outcomes rather than being present in an office between the hours of 9am and 5pm. It is therefore about enabling and empowering staff to do their work and apply agility to the delivery of services. In order to achieve this it is essential that we embrace new technology and that staff have the right tools for the job they require to do. It also means that there will be a reduction in the buildings we use and therefore our carbon footprint.

The back office moves have been completed and the detailed planning for the implementation of the locality hub element of the programme is being progressed.

INCREASE RE-CYCLING

This project will review current waste and recycling services and implement communication campaigns to increase the percentages of waste that is recycled. This will lead to reduction in overall waste disposal costs.

LIBRARY ESTATE/ SERVICE – REVIEW CURRENT DELIVERY ARRANGEMENTS

Current arrangements for the delivery of Library services will be considered, particularly in the context of the new opportunities that new technology may support.

MUSEUMS/ COLLECTIONS – REVIEW CURRENT DELIVERY ARRANGEMENTS

A project to examine Museums/ Collection services will also be progressed, to identify any opportunities for changes to current service arrangements.

TACKLING CLIMATE CHANGE: SOLAR FARM AT RESTENNETH

There is potential for land at Restenneth to be utilised to develop a solar farm. This is being explored from both a technical and commercial perspective.

TACKLING CLIMATE CHANGE: NEW ENERGY INITIATIVES

This project will consider potential new energy initiatives, engaging in the latest technological market developments and commercial benefits that can be derived to either generate new income streams and /or reduce revenue expenditure in relation to carbon efficient energy production.

TACKLING CLIMATE CHANGE: DECARBONISING OUR ENVIRONMENT (E.G. LED LIGHTING, ACTIVE SCHOOLS)

This project will build on the existing LED street lighting programme. It will also consider other aspects where adopting a healthy lifestyle will also have the dual benefit of tackling climate change.

RECHARGING – BUILDINGS, ADMINISTRATION (FACILITIES MANAGEMENT)

Review of re-charging for services, along with reviewing operational approach to facilities management particularly in context of agile working and greater opportunity to share accommodation across the public sector.

INTRANET DEVELOPMENT

This project is to redevelop the Council's intranet which should dovetail with other technological improvements being progressed as part of the digital programme.

UPGRADE PAYROLL/ HR SYSTEM

The Council has identified a requirement to upgrade our current HR/payroll system and is considering all options available to progress this work.

IMPROVE OUR DATA MANAGEMENT TO INFORM SERVICE DESIGN

A project will be developed to examine how the Council currently organises and utilises the information from its data sets, and identify opportunities where new approaches may support services adopting a more outcomes focussed approach to change.

ZERO BASED BUDGETTING (INCLUDING ABILITY TO PROVIDE UNIT COSTS)

This project envisages reviewing areas of the Council's policy, service delivery and budget requirements from a first principles (zero base) as part of a rolling programme. This is intended to provide greater certainty that scarce resources are being directed to Council priorities than is feasible through the traditional incremental approach to budget preparation.

CHARGING FOR NON CORE SERVICES

Review where the Council continues to provide non-core services, to consider the introduction of a charge, on at least a full cost recovery basis for such activity, or potentially stop provision.

DISPOSAL OF LAND – CAPITAL RECEIPTS (LINKED TO RESERVES)

This project is being progressed to identify opportunities to dispose of land to raise capital receipts.

REPORT AUTHOR: Vivien Smith, Head of Strategic Policy, Transformation & Public Sector Reform
EMAIL DETAILS: CHIEFEXEC@angus.gov.uk

ANGUS COUNCIL

SPECIAL CHILDREN AND LEARNING COMMITTEE – 15 FEBRUARY 2018

SPECIAL ANGUS COUNCIL – 15 FEBRUARY 2018

REVIEW OF INSTRUMENTAL MUSIC SERVICE

PAULINE STEPHEN, HEAD OF SCHOOLS AND LEARNING

ABSTRACT

This report summarises the outcomes of a review of Angus Schools' Instrumental Music Service (IMS) and seeks approval for recommended changes to service delivery.

1. RECOMMENDATIONS

1.1 It is recommended that Children and Learning Committee:

- (i) Agrees to the removal of vacant posts within the Instrumental Music Service;
- (ii) Agrees to the removal of the Instrumental Music Service Coordinator's post;
- (iii) Agrees to the creation of the post of Senior Instructor; and
- (iv) Agrees to maintain music tuition fees at the current level.

1.2 It is recommended that Angus Council:

- (i) Notes the consideration of Angus Children and Learning Committee on 15 February 2018;
- (ii) Agrees to the removal of vacant posts within the Instrumental Music Service;
- (iii) Agrees to the removal of the Instrumental Music Service Coordinator's post;
- (iv) Agrees to the creation of the post of Senior Instructor; and
- (v) Agrees to maintain music tuition fees at the current level.

2. ALIGNMENT TO THE ANGUS LOCAL OUTCOMES IMPROVEMENT PLAN/CORPORATE PLAN

2.1 This report contributes to the following local outcome contained within the Angus Local Outcomes Improvement Plan and Locality Plans:

- A skilled and adaptable workforce

3. BACKGROUND

3.1 Angus Instrumental Music Service (IMS) provides Angus children with opportunities to learn a musical instrument and provides platforms at school and regional levels to help children develop their musical skills. In school session 2016 to 2017, 6% of Angus pupils (932) accessed the IMS. The IMS is a subsidised Council service and costs £722,698 to run. £150,000 of revenue was raised through fees in 2016-17. The standard annual charge to learn an instrument is currently £231. A £30 charge for hire of an instrument has been introduced and there are reduced fees for second and subsequent children in the same family taking up learning an instrument. There is no cost to families receiving benefits. Young people studying music as part of their senior phase curriculum also receive free tuition. In addition the IMS offers free targeted group sessions to children and young people with additional support needs. Approximately 70% of children and young people receiving tuition pay for it. Children and young people are guaranteed 28 lessons per school session from a possible 39.

3.2 The Council budget setting process for 2014 to 2017 approved a small efficiency saving of £24,000 for the Instrumental Music Service (IMS). This was applied in the financial year 2014 to 2015 as detailed

in Angus Council Revenue Budget Report number 84/14. At that time the schools and learning service was also tasked with reviewing the IMS in order to identify the impact of any additional future saving. A service review group was established in April 2014 with the remit of analysing current IMS provision and determining the likely impact of additional future budget savings.

- 3.3 A key challenge for the group at this time was how the music service would operate effectively in the context of staff reductions and continue coverage across 8 secondary and 53 primary schools. Engagement with stakeholders centred on questionnaires and consultation discussions. Information was also accessed from other local authorities through Heads of Instrumental Teaching Scotland on how change has been managed and how it had impacted on music service delivery. There was substantial satisfaction from stakeholders with the IMS. Learning a musical instrument is perceived as a benefit and force for good in children's lives.
- 3.4 Models were worked up to analyse the impact of service delivery with a service cohort of 7, 9 and 11FTE music instructors. The advantages and disadvantages for each model were explored alongside different models of IMS delivery. The conclusion of this work in 2014 was that an IMS size of 11FTE was recommended to sustain a viable service.
- 3.5 The recommendation to reshape the IMS was presented to Children and Learning committee in January 2015 and subsequently was subject to debate by full Council in 2015. The recommendation to redesign the service was not approved.

4. CURRENT POSITION

- 4.1 In the context of further budget efficiencies the need to revisit potential savings in this non-statutory area of service provision was identified as part of Angus Council's Change Programme in June 2017. Saving targets were identified of £80,000 in 2018-19 and £60,000 in 2019-20 giving an overall saving of £140,000.
- 4.2 A reduction of the IMS supports the Council's requirement to deliver a balanced budget whilst retaining most of the service as the benefits of learning an instrument and maintaining an effective music tuition service are recognised.
- 4.3 The current staffing level of the IMS is 16.6 Full Time Equivalent (FTE) music instructors. including 3 vacancies - two in wood wind and one in lower strings. The current structure of the IMS team is:

Instrumental Music Instructor Co-ordinator	1.0 (including 0.4 woodwind instruction)
Strings (upper)	4.6
Strings (lower)	1.8
Woodwind	2.0
Brass	3.2
Percussion	1.0
Guitar	1.0
Piano	1.0
Pipes	1.0
Total FTE	16.6

There are 7 full time and 12 part-time instructors. The instrumental service covers all 8 secondary schools and as far as practical all 53 primary schools depending on up-take in rural areas. In general, strings and piano lessons begin in P4, brass, woodwind, pipes and guitar lessons in P5 and percussion in S1. Children can be taught in groups of up to six in early stages but more advanced pupils can receive one-to-one especially those seeking places at conservatoire or university. Around 218 pupils take part in the IMS bands and orchestras programme and 49 pupils attend the Angus Youth Orchestra for which there is a fee of £35.

- 4.4 As extensive work had already been done in this area, as outlined in section 3 of this report, the starting point to meet savings targets was to analyse the original service review. This was tasked to a Service Manager who had no involvement in the original review in order to provide a degree of objectivity. It was identified that it would be possible to recommend the implementation of this original review. However the Service Manager then worked in partnership with the IMS team of tutors to jointly consider the implications of this and whether there were alternative approaches to meeting budget efficiencies. The proposals outlined in section 5 of this report summarise an alternative approach as a result of this work.

5. PROPOSALS

- 5.1 There are currently three vacant instructor posts. Vacancies remain despite several recruitment attempts. It is proposed that savings will be achieved through not filling these posts. This saving will be made in 2018-19. It is anticipated that a further 0.4 vacancy will be created by April 2019 due to natural staff turnover and this will provide a further saving. Any further unplanned vacancies or future vacancies in specific instrument disciplines will be assessed for like for like replacement. That is, in order to maintain as far as possible, a balance of instruments on offer, decisions will be made to focus on targeted recruitment in certain disciplines. It is however acknowledged that it is not always possible to recruit to certain disciplines, as evidenced by current service staffing levels.
- 5.2 In addition, it is proposed to remove the post of a fulltime IMS coordinator. Coordination of activities would instead be under taken by a senior instructor. The senior instructor would be appointed from within the music instructor cohort. An allocation of management time would be provided to undertake specific tasks. This senior instructor would be paid on point 1 of Principal Teacher post for teachers.

6. FINANCIAL IMPLICATIONS

- 6.1 The current IMS costs £722,698 to operate, £703,698 for staffing and £19,000 for other expenses. This currently includes a slippage target of 1%.
- 6.2 The future costs for operating an IMS within the proposals as detailed in 5.1 and 5.2 are:

Projected Budget 2018-19

Budget	Costs £	Income
13.2 FTE @ £42,133 per unit	556,156	0
Coordinator	56,221	0
Repairs, replenishment, ushers	10,000	0
Travel expenses for Instructors	7,000	0
Income projection	0	150,000
TOTAL	629,377	

Projected Budget 2019-20

Budget	Costs £	Income
12 FTE @ £42,133 per unit	505,596	0
Senior Instructor	49,950	0
Repairs, replenishment, ushers	10,000	0
Travel expenses for Instructors	7,000	0
Income projection	0	150,000
TOTAL	572,546	

- 6.3 Reducing the service as outlined in accordance with the above proposals would result in the following savings:

	Proposed Savings £	Target £
2018-19	116,746	80,000
2019-20	33,406	60,000
Overall saving	150,152	140,000

- 6.4 The phasing of the savings is as follows:

- 2018-19 initial budget saving of £93,321.
- By November 2018 there will be additional part year budget saving of £23,425 as result of the removal of the IMS coordinator's post. The full saving realised in 2018-19 will be £116,746.
- In 2019-20 the full year budget saving is £33,406.
- By 2019-20 the overall identified savings will be £150,152.

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.

REPORT AUTHOR: Pauline Stephen, Head of Schools and Learning
EMAIL DETAILS: PEOPLE@angus.gov.uk

ANGUS COUNCIL

SPECIAL CHILDREN AND LEARNING COMMITTEE – 15 FEBRUARY 2018

SPECIAL ANGUS COUNCIL – 15 FEBRUARY 2018

ANGUS SCHOOL STAFFING – BUDGET EFFICIENCIES

PAULINE STEPHEN, HEAD OF SCHOOLS AND LEARNING

ABSTRACT

This report summarises the outcomes of work to review Angus schools' staffing and seeks approval for recommended changes to service delivery.

1. RECOMMENDATIONS

1.1 It is recommended that the Children and Learning Committee:

- (i) Agrees the adaption to Angus secondary schools staffing formula;
- (ii) Agrees to the reduction of secondary school teacher absence cover;
- (iii) Agrees to the removal of vacant Visiting Teacher posts;
- (iv) Agrees to a re-design of Visiting Teacher provision;
- (v) Agrees to budget realignment to account for previously agreed primary school management budget efficiency;
- (vi) Agrees to the removal of primary head teacher meeting cover budget;
- (vii) Agrees to the reduction of primary school teacher absence cover;
- (viii) Agrees to the removal of temporary school office positions;
- (ix) Agrees to the removal of absence cover for local government staff in schools;
- (x) Agrees to the removal of re-grading provision for local government staff that is no longer required; and
- (xi) Notes the proposed staffing reductions for 2019-21 in secondary school teacher absence cover and additional primary teacher staffing and that these will be reviewed as part of the 2019/20 budget process.

1.2 It is recommended that Angus Council:

- (i) Notes the consideration of Angus Children and Learning Committee on 15 February 2018;
- (ii) Agrees the adaption to Angus secondary schools staffing formula;
- (iii) Agrees to the reduction of secondary school teacher absence cover;
- (iv) Agrees to the removal of vacant Visiting Teacher posts;
- (v) Agrees to a re-design of Visiting Teacher provision;
- (vi) Agrees to budget realignment to account for previously agreed primary school management budget efficiency;
- (vii) Agrees to the removal of primary head teacher meeting cover budget;
- (viii) Agrees to the reduction of primary school teacher absence cover;

- (ix) Agrees to the removal of temporary school office positions;
- (x) Agrees to the removal of absence cover for local government staff in schools;
- (xi) Agrees to the removal of re-grading provision for local government staff that is no longer required; and
- (xii) Notes the proposed staffing reductions for 2019-21 in secondary school teacher absence cover and additional primary teacher staffing and that these will be reviewed as part of the 2019/20 budget process.

2. ALIGNMENT TO THE ANGUS LOCAL OUTCOMES IMPROVEMENT PLAN/CORPORATE PLAN

2.1 This report contributes to the following local outcome contained within the Angus Local Outcomes Improvement Plan and Locality Plans:

- A skilled and adaptable workforce

3. BACKGROUND

3.1 Teacher Workforce

Angus Council employs 1,140FTE teachers across all sectors. The Scottish Government requires all local authorities to participate in a national census in September each year. The purpose of this census is to gather pupil numbers, teacher numbers and the pupil to teacher ratio in each of Scotland's 32 local authorities. The Scottish Government requires Scottish local authorities to ensure that they contribute to maintaining the national pupil/teacher ratio. The national ratio that requires to be maintained is 13.7. Angus Council has a more favourable pupil/teacher ratio as follows:

September 2017 – 13.3
 September 2016 – 13.3
 September 2015 – 13.2

3.2 School Support Staff

A previous review into school local government staff resulted in the establishment of a generic support post in schools. At this time it was recommended that further work was undertaken to review the role of local government office clerical and administrative staff in schools.

4. CURRENT POSITION

4.1 Teacher Workforce

It is recognised that the intention to maintain teacher numbers is valued. However, it is also necessary to recognise that national teacher workforce planning is not an exact science. As local authorities are required to maintain teacher numbers even where pupil rolls decline, this has arguably contributed to the lack of available teachers moving between local authorities, compounding teacher recruitment issues. Angus Council, like others has had some issues ensuring adequate teacher recruitment particularly in specific subjects in the secondary sector. A number of local initiatives have been undertaken to enhance teacher recruitment. This includes targeted over-recruitment at certain points of the year, ongoing recruitment campaigns and the development of a 'grow our own approach' that supports Council staff to retrain as teachers. Despite this focused recruitment issue, it is recognised that there is scope to reduce teacher numbers in Angus whilst contributing to the maintenance of the national pupil/teacher ratio.

4.1.1 A budget savings target of £1.590m in teacher costs over the next three years has been identified in Angus Council's Change Programme. The overall budget for teaching staff in Angus is £56.722m (excluding 2017 pay award). The planned phasing of this target is as follows:

2018/19:	£810,000
2019/20:	£520,000
2020/21:	£260,000

The budget efficiencies proposed in order to meet these targets are deliverable within the current educational landscape for year one. The outcomes of the Scottish Government's consultation into the fair funding of Scottish schools, report 318/17 refers, will provide a context for the exploration of the future deliverability of changes to school finance. Indicative savings are therefore provided for years 2

and 3 which will require further analysis within this context and in relation to the maintenance of pupil/teacher ratio.

4.2 **School Support Staff**

A budget savings target of £100,000 for year 2018/19 has been identified in Angus Council's Change Programme. A review of school office staff has been undertaken. After the gathering of extensive information as to the work of school office staff, a rapid improvement event was held in May 2017. This three day event was attended by key stakeholders involving school office staff representatives, other school staff, associated Council staff and trade unions. The outcome of this event was a recommendation to explore more school cluster working practices. The outcome of this exploration is detailed in section 5 below.

5. **PROPOSALS**

Teacher Workforce

Secondary Teachers: It is proposed to refine the secondary teacher staffing allocation formula. The secondary teachers' budget has already been set for academic year 2017/18. The proposed saving will be implemented for the new school session starting August 2018 therefore the saving is phased 8 months and 4 months in financial years 2018/19 and 2019/20 respectively. This will result in an overall saving of 16FTE teachers at a saving of £680,000.

Secondary Teachers: a reduction in secondary teacher absence cover saves £100,000 in year one and potentially £168,000 in year two. The deliverability of the 2019/20 saving will be reviewed as part of the 2019/20 budget setting process taking account of the impact of the 2018/19 teacher staffing changes.

Visiting Teachers: It is proposed to reduce the number of visiting specialist teachers over time from 18FTE to 8FTE. The 8FTE posts will be assigned to secondary schools (1FTE to each school) to enhance cluster specialist provision. Removing vacant posts in this service in year one saves £77,000, in year two an anticipated future vacancy saves £46,000 and in year three the move to an alternative model of specialist provision saves a further £310,000.

Primary Teachers: Work has been undertaken to implement the recommendations of the primary management review as detailed in report 73/16. The associated saving of £94,000 can now be delivered.

Primary Teachers: a longstanding budget of £8,000 provided to primary schools to support teacher meeting cover is largely unused and can be removed.

Primary Teachers: a reduction in primary absence cover from 1.8 days to 1.5 days per teacher delivers a saving of £28,000.

Primary Teachers: 9 (8.5FTE teachers) primary schools have additional teaching staff provided on the basis of an analysis of the Scottish Index of Multiple Deprivation. There is the potential to reduce this resource from 8FTE to 4FTE from 2019 to 2021. This would deliver a saving of £160,000 over 2019/21. The deliverability of this saving will be reviewed as part of the 2019/20 budget setting process taking account of the impact of the 2018/19 teacher staffing changes.

School Support Staff

Primary Schools: Revision of the staffing allocation formula to a per pupil model with a minimum allocation for small, single staffed schools and the removal of vacant posts provides a saving of £100,000.

Secondary Schools: Refocusing the budget for secondary school administrative assistants to provide cluster support enables the saving in the primary schools to be taken.

6. **FINANCIAL IMPLICATIONS**

6.1 The proposed budget efficiencies are phased as follows:

	Proposed Savings £	Target £
Year 1	760,000	810,000
Year 2	548,000	520,000
Year 3	363,000	260,000
TOTAL	1.671m	1.590m

It is proposed that the savings are achieved as follows:

Teacher Workforce – Year 1 Savings

Secondary Teachers	453,000 (adaption to staffing formula) 100,000 (reduction in absence cover)
Visiting Teachers	77,000 (removal of vacant posts)
Primary Teachers	94,000 (removal of previously agreed saving) 8,000 (removal of meeting cover budget) 28,000 (reduction of absence cover)
YEAR ONE TOTAL	760,000

Teacher Workforce – Year 2 Indicative Savings

Secondary Teachers	227,000 (adaption to staffing formula) 168,000 (further reduction in absence cover)*
Visiting Teachers	46,000 (removal of anticipated vacant post)
Primary Teachers	107,000 (reduction of additional primary teachers)**
TOTAL	548,000

*Any potential saving in this area will be confirmed following analysis of absence cover spend in year one including the impact of the adaption to the secondary school staffing formula. Impact on pupil/teacher ratio will also be risk assessed.

** The impact of the saving on pupil/teacher ratio will be risk assessed.

Teacher Workforce – Year 3 Indicative Savings

Visiting Teachers (service redesign)	310,000 (service redesign)
Primary Teachers	53,000 (reduction of additional primary teachers) **
TOTAL	363,000

** The impact of the saving on pupil/teacher ratio will be risk assessed.

- 6.2 The savings target for school local government staff was originally £100,000 in year one. This target will be exceeded as detailed in the following table, and the full £319,000 saving will be delivered in 2018/19:

School Support Staff – Year 1 Savings

Primary Office Staff	100,000 (removal of temporary posts)
Removal of LG primary staff absence cover	44,000
Removal of re-grading provision	175,000
TOTAL	319,000

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.

REPORT AUTHOR: Pauline Stephen, Head of Schools and Learning
EMAIL DETAILS: PEOPLE@angus.gov.uk

ANGUS COUNCIL

SPECIAL ANGUS COUNCIL – 15 FEBRUARY 2018

CHANGE PROGRAMME: PUBLIC TRANSPORT

IAN COCHRANE, HEAD OF TECHNICAL & PROPERTY SERVICES

ABSTRACT

This report relates to a review of public transport budget and provision in Angus.

1. RECOMMENDATIONS

1.1 It is recommended that Angus Council:

- (i) Agrees to the reductions to public transport and provision in Angus, as set out in section 4 of this report.

2. ALIGNMENT TO THE ANGUS LOCAL OUTCOMES IMPROVEMENT PLAN/CORPORATE PLAN

2.1 This report contributes to the following local outcome contained within the Angus Local Outcomes Improvement Plan, Locality Plans and Council Plan:

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

3. BACKGROUND

3.1 The programme involves a review of public transport budget and provision in Angus, and potential savings are detailed in this report. The estimated saving annually is £40,000.

4. PROGRESS OVERVIEW

4.1 The Transport team have reviewed the expenditure across the service and recommend the following reductions in line with the Council's direction of travel:

- Reduce the budget for publications from £15,000 to £7,000 from 2018/19 as our information is provided digitally on our website with timetable information available through a number of website, mobile apps. In anticipation there has already been a reduction in year of some of the publications previously printed, with no negative feedback.
- Reduce the budget for bus shelter cleaning from £18,000 to £8,000 from 2018/19. Shelter cleaning was ceased for a period this year due to contractor issues with no negative feedback. Funding would be used for reactive/emergency cleaning only. The Council has previously reduced other cleaning operations.

4.2 This provides the first £18,000 towards the £40,000.

4.3 The team have reviewed the current Council funded bus services. Whilst Angus is served by a number of bus providers over a number of routes, these routes are a mix of commercial and Council subsidised services. The Council subsidised routes are for these routes which are not commercially viable. This includes subsidising some routes for part of the day/service which enables the providers to run the remainder of the service.

4.4 Subsidised routes are assessed for performance, based on costs, usage, passenger numbers, and mileage travelled. A weighting is given for passengers who are travelling for work. This allows consideration of those services that are giving least value for money. Scores are out of 15.

4.5 The current services are considered the poorest performing services:

Service/Route	Use (average number of passengers)	Costs p.a.	Recommendation
A472 Glenesk Service 150	3 passengers Score 2.5	£6,600	Cancel
A423 Glenisla Service 122	4 passengers Score 4	£5,300	Cancel
A471 Friockheim Montrose Services 115 & 116	14 passengers – 13 passengers are from Ferryden area Score 5.5	£9,200	Cancel – passengers from Ferryden can be accommodated on alternative service
A495 Noranside – Brechin/Forfar Services 118/119	118 has 7 passengers & 119 has 3 passengers Score 5.5	£29,419	Reduce no. of days operating 118 to 2 days, 119 to 1 day, giving partial savings of the current expenditure

4.6 The above service reductions combined with the cleaning and publicity reductions provides the £40,000 for the Change Programme.

5. NEXT STEPS

5.1 Delivery of the savings above will conclude PL002 Public Transport review. The Transport team will inform the respective contractors of the service changes and thereafter amend the timetables.

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.

REPORT AUTHOR: Ian Cochrane, Head of Technical & Property Services
EMAIL DETAILS: COMMUNITIES@angus.gov.uk

ANGUS COUNCIL

SPECIAL ANGUS COUNCIL – 15 FEBRUARY 2018

CHANGE PROGRAMME: REDUCED SERVICE LEVEL OF WINTER MAINTENANCE - FOOTWAYS

IAN COCHRANE, HEAD OF TECHNICAL & PROPERTY SERVICES

ABSTRACT

This report relates to a review to reduce the service level of winter maintenance – footways.

1. RECOMMENDATIONS

1.1 It is recommended that Angus Council:

- (i) Agrees to reduce the service level of winter maintenance – footways, as set out in section 4 of this report.

2. ALIGNMENT TO THE ANGUS LOCAL OUTCOMES IMPROVEMENT PLAN/CORPORATE PLAN

2.1 This report contributes to the following local outcome contained within the Angus Local Outcomes Improvement Plan, Locality Plans and Council Plan:

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

3. BACKGROUND

3.1 The programme involves a review to reduce service level of winter maintenance – footways. The estimated annual revenue saving is £50,000.

3.2 Budget Issues reported to the PBSG meeting held on 11 January 2018, highlighted the annual inflationary rise in service provision of £54,000. PBSG confirmed on 11 January 2018 the view that this increased cost should be met within the service.

3.3 The total saving required from the above items is £104,000.

4. PROGRESS OVERVIEW

4.1 The current level of service for winter maintenance in Angus has been examined in previous reviews and savings have been made in the past through efficiencies, spend to save and service level reductions. The revenue budget is set on the basis of an average year, currently £2.66m, however the actual cost of winter varies year on year depending on the severity of the winter.

4.2 The winter service is a statutory duty on the Council, as Roads Authority, under the Roads (Scotland) Act 1984 and the Council is required to set a policy that the Council considers reasonable to prevent snow and ice endangering the safe passage of pedestrians and vehicles over public roads. Given the level of financial austerity, Members needs to reconsider the level of service that is reasonable to be provided.

4.3 The costs of the winter service has two components: standing charges to have the specialist plant, equipment and materials available for winter; and operational charges when that plant is used with associated labour and running costs. Thus standing charges are incurred irrespective of the severity of the winter; whilst operational costs vary depending on the need to undertake treatment, which is weather dependant.

4.4 With some 1800km of carriageways and an estimated 800km of footway it is not feasible to treat all of the carriageways and footways at once. Carriageways have been prioritised, with Category 1, 2, 3 routes being priority routes, auxiliary routes; school transport routes, and non-priority routes. In the same way, footways are classed as priority (Category 1) or non-priority (Category 3) taking into account the level of pedestrian usage.

4.5 Report No 267/17 detailed the difference between the treatment of routes and down grading routes from Cat 1/2 routes to 2/3, which would require less resources. This results in fewer operational treatments and therefore lesser costs, with lower service levels.

- 4.6 Footway treatment is an area where the level of service in Angus is considered higher than other authorities, and the service requires resources to both drive the footway tractor and replenish the relative small capacity trailing gritter.
- 4.7 In reducing the number of footway gritters for the burgh towns from 16 to 10, the extent of the priority network would be revised and would be focussed on retail; schools; and health care routes. There would be a reduction in the amount of footways treated as Cat 1 and in extended periods of winter weather there would be a reduction in the amount of Cat 3 footways that could be treated in a day, with potential for some footways remaining untreated.
- 4.8 The resulting reduction in standing charges is estimated at £38,000 with operational costs for an average winter being estimated at £30,000; giving £68,000 of savings annually.
- 4.9 Reducing the number of footway gritters in the villages is only feasible and practicable by removing the service in its entirety due to the smaller areas and the need to transport footway gritters between villages. This would remove 4 tractors. The reduction in standing charges is estimated at £20,000 due to the current lease agreement timings, with operational costs for an average winter being estimated at £16,000; giving £36,000 of savings annually.
- 4.10 The reduction in footway gritting can therefore achieve the combined savings for the review and flat cash budget allocation for winter maintenance in 2018/19, delivering the £104,000 of savings annually.

5. NEXT STEPS

- 5.1 The detail of the footway routing will need to be revised to focus on retail; schools; and health care routes, and would be reported to Communities Committee in August 2018 as part of the annual winter policy report.
- 5.2 Footway treatment is an area that our public have expectations of service and is an area that we receive customer contact in winter, along with the remainder of the road network. There is the opportunity for communities to mitigate the impact of these reduced services levels with support from the Council. During periods of severe weather notably 2010/11, community groups, and in particular Carnoustie and Kirriemuir, had volunteers to assist in treating the footways. Assistance was provided in the form of provision of salt supplies and such opportunities would be explored in areas impacted by the service reduction. As per the Council policy, self help is encouraged and there are over 600 grit bins across the network.

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.

REPORT AUTHOR: Ian Cochrane, Head of Technical & Property Services
EMAIL DETAILS: COMMUNITIES@angus.gov.uk

ANGUS COUNCIL

SPECIAL ANGUS COUNCIL – 15 FEBRUARY 2018

CHANGE PROGRAMME: INCOME PUBLIC PARKING REVIEW

IAN COCHRANE, HEAD OF TECHNICAL & PROPERTY SERVICES

ABSTRACT

This report relates to the review of public parking in Angus, and potential to generate income through charging.

1. RECOMMENDATIONS

1.1 It is recommended that Angus Council:

- (i) Agrees to the review of public parking in Angus, and potential to generate income through charging as set out in section 4 of this report.

2. ALIGNMENT TO THE ANGUS LOCAL OUTCOMES IMPROVEMENT PLAN/CORPORATE PLAN

2.1 This report contributes to the following local outcome contained within the Angus Local Outcomes Improvement Plan, Locality Plans and Council Plan:

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

3. BACKGROUND

3.1 The programme involves a review of public parking in Angus, and potential to generate income through charging. The potential income to offset service savings was estimated at £700,000, with timing of the introduction of charges to commence in part year 2018/19 giving a £300,000 in 2018/19 and a further £400,000 in 2019/20.

3.2 Car parking charges were previously in place in Angus at the time of Tayside Regional Council. In 1994/95, the income from off street car parking before the removal of charges was £101,000 when charged at 15p for 1 hour; and 50p for 10 hours. In 1996, the Angus portion of the car park trading account had a surplus of circa £0.5m. The previous history of the Tayside Regional Council car park trading account confirms that it is feasible to deliver income.

4. PROGRESS OVERVIEW

4.1 The review utilised the principles of the HM Treasury guidance (5 cases model) to look at the strategic case; economic case; management case; commercial case; and financial case for the introduction of charges.

4.2 The proposal has been benchmarked against other local authorities with some 24 out of the 32 councils in Scotland charging for off street and 13 charging for on street parking. The level of potential charges has also been benchmarked, notably with neighbouring councils.

4.3 The business case explores the details around the proposal and the following bullet points summarises the main findings:

- Whilst car parking in Angus is currently free to use, the current running costs and structural maintenance of the car parks has to be funded through the general fund. Parking charges allows the cost to be met from the users relieving the burden on the general fund and protecting other front line services.
- 83% of the 1million tourists to the area do not currently contribute to the service; 23% of our residential properties do not have access to a vehicle.
- Charging for car parking will assist in modal shift and encourage support for our subsidised bus services.
- Charging will also give the opportunity to address the current limitations of 30 minute on street parking restrictions by allowing customers freedom to choose their period of stay. Feedback from Members suggest this should be up to a maximum of 2 hours.
- Blue Badge holders will continue to be able to park for free.

- Annual tickets will be available for off-street parking for residents who are within time restricted parking areas; payment by Direct Debit will be explored.
- Options for longer parking periods to support the use of rail travel will also be explored.
- Whilst the removal of charges in 1996 was to encourage use of our town centres, the charges in other Council areas has continued to rise whilst the parking in Angus has remained free. As a result, the cost differential to travel and park in our neighbouring cities is significant. It is debatable that this cost is sufficient a deterrent to shopping locally.
- The car parking infrastructure in Angus is deteriorating and in need of funding for repairs. Given the other pressures on Council funding this is difficult to prioritise but as car parks continue to deteriorate our town centres will become less attractive to visitors. This project will fund car park repairs as well as providing the anticipated savings.

4.4 The level of potential charges has been benchmarked, notably with neighbouring councils/cities the latter being where the retail competition is greatest. The recommended level of charges is:

On Street	Up to 1 Hr	Up to 2 Hrs (maximum)
	£1.00	£2.00

Off Street	Up to 1 Hr	Up to 2 Hrs	Up to 3 Hrs	Up to 4 Hrs and up to 9 Hrs
	£1.00	£2.00	£3.00	£4.00

4.5 The report concludes that parking charges, at the level shown in the table above, will deliver the proposed outcome of the review: allowing car parking provision in Angus to be self-funding; allowing flexibility for on street parking stays; encouraging modal shift; and delivering income to protect the Council from the current savings needs in other parts of the Council service.

4.6 The modelled level of income from the above charges is calculated as £881,000 in a full year. In the first year there would be some installation costs for ticket machines at £165,000. Thus the first year trading account is expected to generate an income of £716,000. The split of this income is dependent on the timing of the Council's decision to introduce charges.

5. NEXT STEPS

5.1 Subject to agreement by Members the programme will progress to implementation.

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.

REPORT AUTHOR: Ian Cochrane, Head of Technical & Property Services

EMAIL DETAILS: COMMUNITIES@angus.gov.uk