



2016/17

PROVISIONAL REVENUE BUDGET
(Including Budget Savings and Investment Proposals
2016/17)

ANGUS COUNCIL

PROVISIONAL REVENUE BUDGET 2016/17 (Including Budget Savings and Investment Proposals 2016/17)

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Revenue Budget 2016/17 - Introduction & Background

Local Government Finance Settlement

The Scottish Government announced details of the local government Finance Settlement for 2016/17 in December 2015 in Finance Circular 7/2015. 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;
- 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 2016/17 has been provisionally set at £196.716 million as detailed in Finance Circular (FC) 7/2015. This is a gross decrease in headline revenue grant support of £8.787 million (4.3%) compared with the level of grant support for 2015/16 (£205.503 million). However, after adjusting for funding which has not yet been distributed for 2016/17 in respect of Free School Meals, Discretionary Housing Payments and Teachers Induction Scheme (estimated at £1.512 million in total), there is a projected net decrease of £7.275m (3.5%) compared with grant support received in 2015/16.

This net reduction in funding has been offset by the Council's share of the £250 million additional resources provided from the Health budget to Integration authorities in 2016/17 for social care (£2.463 million). Further detail on this is provided in Report 59/16.

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 27 January 2016 from the Deputy First Minister. If the Council does not commit to all of the requirements of the funding package offered from the Scottish Government, then the Council's revenue grant support for 2016/17 will reduce by approximately £8.570 (4.3%). Further detail on the specific commitments is provided in Report 60/16.

Budget Savings Proposals

Background

The Council has moved away from a single year approach to budget savings thus providing more flexibility to services. In view of this a 3 year package of savings was approved in report 84/14 covering the period 2014/15 – 2016/17 so as to give Members a framework for setting a balanced budget. Directorates were therefore asked only to review their approved budget savings proposals for 2016/17 to ensure that the savings remain deliverable. In total for the 3 year period 2014/15 – 2016/17 £18.470 million of budget savings were approved in report 60/15 Table 2 below summarises the revised total savings submitted for approval over the three year period. The additional 1% savings submitted by Directorates for 2016/17, as well as the savings anticipated from Transforming Angus Tier 1 Reviews in 2016/17, are also included to show the full package of savings proposed for 2016/17 :-

Table 1 – Total Budget Savings Proposals

	Report 60/15 Savings 2014/15 £'000	Report 60/15 Savings 2015/16 £'000	Report 61/16 Savings 2016/17 £'000	Total 3 Year Savings £'000
Savings approved in Report 60/15 & revised savings as per Report 61/16	6,095	5,586	6,241	17,922
Additional 1% Directorate Savings	0	0	2,081	2,081
Transforming Angus Tier 1 Reviews	0	0	1,777	1,777
Total	6,095	5,586	10,099	21,780

The revised savings for 2016/17 are sufficient to allow a balanced budget to be achieved. It should be noted that all of the budget savings contained in this report are expected to be required if Angus Council is to deliver a revenue budget in 2016/17 within the resources expected to be available.

Budget Savings Proposals 2016/17

This Volume contains the following information on the 2016/17 savings for each of the Directorates:-

- savings approved in report 60/15 which are on target and require no amendment
- savings which are no longer considered deliverable, or which require to be amended/rephased
- revised savings, to replace those no longer considered deliverable, or which are to be amended/rephased
- additional 1% savings

Members are only being asked to approve the revised savings for 2016/17 and the additional 1% savings. Savings which remain unchanged from report 60/15 are shown for noting only.

Providing all of the original savings, and those that have been revised, in a single budget report ensures there is a new single reference point with regard to the Council's savings plans for 2016/17.

In total for 2016/17 Directorate savings of £8.322 million are presented in this report. A summary of savings by Directorate is shown in Table 2 below: -

Table 2 – Total Budget Savings Proposals 2016/17

	Revised Savings £million	Additional 1% Savings £million	Total Savings £million	Cashable Efficiencies £million
Chief Executive	0.159	0.037	0.196	0.144
Resources	0.419	0.092	0.511	0.265
Communities	2.503	0.425	2.928	0.820
People	3.160	1.527	4.687	1.570
Total	6.241	2.081	8.322	2.799

Each saving is classified as either:-

- Efficiency – making what we have / currently do, more efficient
- Transformation – making fundamental changes in how services are provided
- Stop / Reduce – stopping services or significantly reducing them
- Increased Income – increasing charges to **external** parties, or increased usage

It should be noted that a particular saving may have elements of more than one category and in the majority of such cases the saving has been classified in the category which is predominant.

Detailed examination of the budget savings/efficiency proposals has been carried out and while the potential impact of some of them may cause concern, it is stressed that such budget savings proposals are an inevitable consequence of the financial environment within which the Council must operate both now and into the future. It should be noted that all of the budget savings contained in this volume, are expected to be required if Angus Council is to deliver a revenue budget in 2016/17 within the resources expected to be available.

Angus Council Provisional Revenue Budget 2016/17
SUMMARY STATEMENT OF NET EXPENDITURE

	Final Budget 2015/16 £000	Provisional Base Budget 2016/17 £000	Investment Bids Ongoing £000	Investment Bids One Off £000	Proposed Savings £000	Revised Provisional Base Budget 2016/17 £000
	A	B	C	D	E	F
(A) Direct Services						
CHILDREN & LEARNING AND ADULT SERVICES (IJB)						
Schools & Learning	84,617	84,867	404	0	(2,064)	83,207
Children & Young People	28,264	28,833	855	0	(594)	29,094
Quality & Performance	3,786	3,795	0	0	(273)	3,522
Welfare Rights	595	597	0	0	0	597
Adult Services	44,765	45,769	2,314	0	(1,756)	46,327
COMMUNITIES						
Business Support	849	1,689	0	0	(114)	1,575
Technical & Property Services (HQ, Roads & Transport)	17,089	17,111	56	0	(357)	16,810
Planning & Place	4,578	4,552	29	0	(363)	4,218
Services to Communities	7,428	7,094	0	0	(467)	6,627
Regulatory, Protective & Prevention Services	17,227	17,107	0	0	(1,219)	15,888
OTHER SERVICES						
	9,550	9,359	0	30	(339)	9,050
Non-CSS Elements of Chief Executives & Resources						
Economic Development	1,132	1,087	0	0	(100)	987
Resilience	105	107	0	0	0	107
Finance (Revenues & Benefits)	1,466	1,494	0	0	(167)	1,327
Registrars	109	111	0	0	(10)	101
Licensing	(248)	(248)	0	0	(4)	(252)
Transforming Angus	904	904	0	0	0	904
Sub-Total	222,216	224,228	3,658	30	(7,827)	220,089
(B) Central Support Services						
CHIEF EXECUTIVE (including Members' Services & Governance)	2,267	2,358	55	25	(96)	2,342
COMMUNITIES - TECHNICAL & PROPERTY SERVICES						
Property	1,839	1,464	0	0	(94)	1,370
RESOURCES						
Corporate Improvement & Finance	2,236	2,233	30	30	(27)	2,266
Legal & Democratic - Core Services (incl. Angus House HQ)	2,406	2,426	0	0	(182)	2,244
Organisational Change	3,351	3,202	22	0	(96)	3,128
Deduct: CSS/ACCESS Recharge to Non-General Fund Services	(1,910)	(1,910)	0	0	0	(1,910)
Sub-Total	10,189	9,773	107	55	(495)	9,440
(C) Joint Board						
Valuation	757	750	0	0	0	750
(D) Trading Organisations						
Tayside Contracts (Net Surplus - Angus Share)	(218)	(218)	0	0	0	(218)
Print Unit	(1)	(1)	0	0	0	(1)
Sub-Total	(219)	(219)	0	0	0	(219)
(Sub-Total of A, B C & D)	232,943	234,532	3,765	85	(8,322)	230,060
Surplus Local Tax Income	(50)	(50)	0	0	0	(50)
Capital Financing Costs	14,225	13,963	0	0	0	13,963
Capital Financed from Current Revenue	700	0	0	0	0	0
Specific Grants Netted Within Directorates Above	45	38	0	0	0	38
Pay Award Provision (inc TC Impact)	121	2,195	0	0	0	2,195
Provision for end of Contracted Out Pensions	0	2,800	0	0	0	2,800
Energy Costs budget reduction	0	(481)	0	0	0	(481)
Transforming Angus Tier 1 Review Savings	0	(1,777)	0	0	0	(1,777)
NET EXPENDITURE (Before Contributions to/(from) Funds & Balances)	247,984	251,220	3,765	85	(8,322)	246,748
Contribution to/(from) Balances	(1,569)	to be determined	0	0	0	to be determined
Contributions to / (from) Special Funds	5,950	to be determined	0	0	0	to be determined
TOTAL NET EXPENDITURE (Before Government Grant)	252,365	251,220	3,765	85	(8,322)	246,748

ANGUS COUNCIL

2016/17 SUMMARY OF REVENUE BUDGET SAVINGS PROPOSALS

<u>Directorate</u>	Savings Approved Per Report 60/15 £'000	Amended/ No longer deliverable £'000	Alternative Savings Proposed £'000	Revised Savings Total £'000	(Shortfall)/Excess on Savings Previously Approved £'000	Additional 1% Savings Proposed £'000	Total Savings 2016/17 £'000
Chief Executive	159	(117)	117	159	0	37	196
Resources	481	(104)	42	419	(62) *	92	511
Communities	2,502	(1,320)	1,321	2,503	1	425	2,928
Children & Learning and Adult Services (IJB)	3,647	(1,259)	772	3,160	(487)	1,527	4,687
TOTAL SAVINGS	6,789	(2,800)	2,252	6,241	(548)	2,081	8,322

* £62k alternative savings for Resources rephased into 2017/18

2016/17 SUMMARY OF REVENUE BUDGET INVESTMENT BIDS

<u>Directorate</u>	Investment Bids Ongoing £'000	Investment Bids One Off £'000	Total Investment Bids £'000
Chief Executive	55	25	80
Resources	52	60	112
Communities	85	0	85
Children & Learning and Adult Services (IJB)	3,573	0	3,573
TOTAL INVESTMENT BIDS	3,765	85	3,850

**2016/17
Provisional Revenue Budget
(Including Budget Savings and Investment Proposals 2016/17)**

Children & Learning and Adult Services (IJB) Directorate

REVENUE BUDGET 2016/17
DIRECTORATE:
BUSINESS UNIT:
SERVICE:

CHILDREN & LEARNING AND ADULT SERVICES (IJB)

SUMMARY

Sept. '15 Prices

	<u>Final Budget @ Outturn Prices 2015/16 £'000's</u>	<u>Provisional Base Budget Submission (Before Investments & Savings) 2016/17 £'000</u>	<u>Investment Bids Ongoing £'000</u>	<u>Investment Bids One-Off £'000</u>	<u>Budget Savings Applied £'000</u>	<u>Revised Base Budget Submission 2016/17 £'000</u>
Schools & Learning	84,617	84,867	404	0	(2,064)	83,207
Children & Young People's Services	28,264	28,833	855	0	(594)	29,094
Quality & Performance	3,786	3,795	0	0	(273)	3,522
Welfare Rights	595	597	0	0	0	597
CHILDREN & LEARNING SUB-TOTAL	117,262	118,092	1,259	0	(2,931)	116,420
Adult Services (Integrated Joint Board)	44,765	45,769	2,314	0	(1,756)	46,327
TOTAL CHILDREN & LEARNING AND ADULT SERVICES	162,027	163,861	3,573	0	(4,687)	162,747

SERVICE:

CHILDREN & LEARNING AND ADULT SERVICES (IJB): SCHOOLS & LEARNING**Savings Proposals 2016/17 - Approved per report 60/15 - On Target**

Priority Ref	Business Unit/Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE
PSL-S-7 (P)	Primary	Primary - schools facilities management services - transfer of Janitorial, Technician and School Crossing Patroller services to Tayside Contracts. Expected savings through restructuring and service efficiencies.	Efficiency	100	38	38	-
PSL-S-7 (S)	Secondary	Secondary - schools facilities management services - transfer of Janitorial, Technician and School Crossing Patroller services to Tayside Contracts. Expected savings through restructuring and service efficiencies.	Efficiency	100	37	37	-
PSL-S-8 (P&S)	Primary Secondary	50% reduction of non-devolved IT and replacement & maintenance school projects budget.	Reduce Reduce	201 126	34 21	- -	- -
PSL-S-12 (S)	Secondary	Secondary Teachers - saving re change to Terms & Conditions re promoted post conservation. This change was agreed as part of previous negotiations on terms and conditions.	Efficiency	24,696	177	177	-
PSL-S-14 (P)	Primary	Primary - Local Government (LG) Staff - balance of impact of LG review in 14/15 - £48k. Further reduction in formula of 15% over three years from August 2014 - achieve changes through reduced allocations to school.	Reduce	2,989	140	-	-7.0
PSL-S-15 (S)	Secondary	Secondary - Local Government (LG) Staff - balance of LG review in 14/15 - £93k. Further reduction in formula of 15% over three years from August 2014 - achieve changes through reduced allocations to schools.	Reduce	2,805	120	-	-6.0
PSL-S-18 (EDS)	Education Development Services	Facilitating School Improvements (Schools & Learning Unit) - reduce/remove miscellaneous budgets - Modern Languages in Primary Schools, School Improvement, resource allocations, supplies and services, business engagement, On2Feet.	Stop/Reduce	163	55	-	-
PSL-S-19 (EDS)	Education Development Services	Facilitating School Improvements (Schools & Learning Unit) - remove vocational learning funding which supports the provision of vocational courses such as engineering in a school setting and at Dundee & Angus College.	Stop	116	36	-	-

Priority Ref	Business Unit/Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE
PSL-20 (EDS)	Education Development Services	Facilitating School Improvements (Schools & Learning Unit) - review the Schools & Learning Unit and Education Resource Service (ERS) in the context of new management arrangements. This will result in a reduction in the number of staff, including a significant reduction in the number of teachers seconded from schools. Changes from the review of ERS will be implemented in 2015/16.	Reduce	1,512	450	-	-7.5
PSL-S-21 (EDS)	Education Development Services	Facilitating School Improvements (Schools & Learning Unit) - Opportunities for All - contain costs within additional funding.	Reduce	48	48	-	-1.0
PSL-S-23 (SP)	Support for Pupils	Undertake a review of School and social work transport services.	Efficiency	2,985	30	-	-
		TOTAL APPROVED SAVINGS			1,186	252	-21.5

Savings Proposals 2016/17 - Approved per report 60/15 - No longer deliverable or requiring amendment

Priority Ref	Business Unit/Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE
PSL-S-4 (S)	Secondary	Secondary - manage number of secondary teachers, taking into account particular pupil configurations and projected roll.	Efficiency	24,696	170	170	-2.0
PSL-S-13 (P)	Primary	Primary - reduction of visiting teachers (PE/Art) by 8 FTE over 2 years (currently 17 FTE - PE 8.0 FTE, Art 5.8 FTE, Music 3.2 FTE).	Reduce	723	170	-	-4.0
PSL-S-11 (P&S)	Primary Secondary	50% reduction of ground maintenance budget. This saving will have an impact on the Grounds Maintenance Service.	Reduce Reduce	128 164	32 41	- -	- -
PSL-S-17 (SP)	Support for Pupils	Support for pupils - phased reduction and removal of clothing grants.	Stop/Reduce	165	65	-	-
		TOTAL APPROVED SAVINGS			478	170	-6.0

Proposed Amendment/Alternative Saving(s):-

Priority Ref	Business Unit/Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE
1	Support for Pupils	Support for pupils - reduction in supplies and services budgets.	Reduce	4,319	88	-	0.0
2	Support for Pupils	Income - realignment of income budgets within Support for Pupils to reflect income patterns.	Increased income	1,370	50	-	0.0
		TOTAL			138	0	0.0

SHORTFALL / (EXCESS)

340 170

Additional 1% Savings

Priority Ref	Business Unit/Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	2017/18 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE
3	Primary Secondary	Devolved School Management Scheme - reduction to finance devolved to schools through a reduction in the supplies and services budget.	Reduce	67,458	180 180		180 180	- -
4	Primary Secondary	Schools Instrumental Music Service - reduce level of subsidy.	Increased Income	700	7 8	10 10	- -	- -
5	Primary	Primary - Local Government (LG) Staff - LG / Early Years Review. Change in formula for allocation of Early Intervention Assistants - additional impact of full year saving in 14/15.	Reduce	8,352	365	-	-	-13.0
		TOTAL ADDITIONAL 1% SAVINGS			740	20	360	-13.0

Total 2016/17 Savings

2,064 - 272 -34.5

2016/17 Savings Rephased into 2017/18

- 20 - -

Investment Bids 2016/17

Priority Ref.	Business Unit/Service	Proposal	2016/17 Ongoing £'000	2016/17 One-off £'000	2016/17 Total £'000	Staff Impact FTE
1	Secondary	Brechin Community Campus - lifecycle maintenance, hard facilities management and non-domestic rates. Charges will affect a number of services including Leisure & CLD. Issue raised by People Directorate as lead on project, but this will require a corporate resolution.	404	-	404	-
		TOTAL INVESTMENT PROPOSALS	404	0	404	0.0

SERVICE:

CHILDREN & LEARNING AND ADULT SERVICES (IJB): CHILDREN & YOUNG PEOPLE**Savings Proposals 2016/17 - Approved per report 60/15 - On Target**

Priority Ref	Business Unit/Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE
PC&YPS-S-6 (C&F)	Children & Families	Apply 5% per annum saving to service level agreements with third sector providers over next three years.	Reduce	456	22	-	-
PC&YPS-S-9 (C&F)	Children & Families	Review Children and Young People Management Structures.	Efficiency	596	50	50	-1.0
PC&YPS-S-10 (C&F)	Children & Families	Efficiency savings by managing the number of young people looked after in both external and in-house placements together with a review of arrangements for respite care.	Efficiency	7,267	198	198	-
PC&YPS-S-15 (ASN)	Additional Support Needs	Review Education Psychology Service Provision.	Reduce	670	39	-	-1.0
TOTAL APPROVED SAVINGS					309	248	-2.0

Additional 1% Savings

Priority Ref	Business Unit/Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE
1	Pre School	Reduce peripatetic support to nursery provision in light of additional staffing provided to support provision of 600hrs early learning and childcare and the establishment of a early years teaching team.	Efficiency	1,161	190	190	-8.0
2	Children & Families	Reduction in specialist childminding for looked after children and promote increased access to universal provision for such children.	Efficiency	7,344	80	80	-
3	Criminal Justice Service	Reduce admin. officer's hours in Criminal Justice Service.	Efficiency	15	15	15	-0.5
TOTAL ADDITIONAL 1% SAVINGS					285	270	-8.5

Total 2016/17 Savings**594****518****-10.5**

Investment Bids 2016/17

Priority Ref.	Business Unit/Service	Proposal	2016/17 Ongoing £'000	2016/17 One-off £'000	2016/17 Total £'000	2016/17 Staff Impact FTE
1	Children & Families	Kinship - additional Scottish Government grant anticipated for 2016/17.	178	-	178	-
2	Children & Families Pre School	Third Party Inflation	129 23	- -	129 23	- -
3	Children & Families	Provision of residential care unit for 3 - 4 young people with complex needs.	525	-	525	13.0
		TOTAL INVESTMENT PROPOSALS	855	0	855	13.0

SERVICE:

CHILDREN & LEARNING AND ADULT SERVICES (IJB): QUALITY & PERFORMANCE

Savings Proposals 2016/17 - Approved per report 60/15 - On Target

Priority Ref	Business unit/Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	Staff Impact FTE
PQ&P-S-8 (Q&P)	Quality & Performance	Directorate Support - reduce Local Government (LG) staff levels target, in light of recast budgets and the transfer of staffing & finance functions.	Reduce	1,329	130	-	-5.0
PQ&P-S-10 (Q&P)	Quality & Performance	Reduce Strategic Planning and Service Improvement Capacity. This will involve reducing a number of posts, some of which are currently vacant.	Stop/Reduce	2,519	88	-	-2.9
		TOTAL APPROVED SAVINGS			218	0	-7.9

Additional 1% Savings

Priority Ref	Business Unit/Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE
1	Quality & Performance	Reduce Staff travel in Quality and Performance by 8%.	Efficiency	97	8	8	-
2	Quality & Performance	Remove Staff Training Budget in Performance.	Efficiency	36	36	36	-
3	Quality & Performance	Discontinue small grant scheme.	Stop	11	11	-	-
		TOTAL ADDITIONAL 1% SAVINGS			55	44	0.0

Total 2016/17 Savings

273 44 -7.9

Investment Bids 2016/17

Priority Ref.	Business Unit/Service	Proposal	2016/17 Ongoing £'000	2016/17 One-off £'000	2016/17 Total £'000	2016/17 Staff Impact FTE
		None	-	-	-	-
		TOTAL INVESTMENT PROPOSALS	0	0	0	0.0

SERVICE:

CHILDREN & LEARNING AND ADULT SERVICES (IJB): ADULT SERVICES**Savings Proposals 2016/17 - Approved per report 60/15 - On Target**

Priority Ref	Business Unit/Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	Staff Impact FTE
PAS-S-1 (OP)	Older People	Income from increased fees - Residential and Non-Residential	Increased Income	9,558	98	98	-
PAS-S-13 (OP)	Older People	Accelerate reduction in Home Support to a point of closure. The closure will take place during 2015/16.	Stop/Reduce	605	376	376	-22.0
PAS-S-14 (OP)	Older People	Rationalisation of staff numbers.	Efficiency	858	55	55	-1.0
PAS-S-15 (OP)	Older People	Review mainstream Day care places in the voluntary sector (14) - this saving links to PAS-S-28 (2014/15).	Transformation	735	26	26	-
PAS-S-22 (OP)	Older People	Implement test of change in relation to Self Directed Support.	Transformation	4,372	120	120	-
TOTAL APPROVED SAVINGS					675	675	-23

Savings Proposals 2016/17 - Approved per report 60/15 - No longer deliverable or requiring amendment

Priority Ref	Business Unit/Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE
PAS-S-25 (OP)	Older People	Review Housing Support/Sheltered Housing.	Transformation	7,321	781	-	-
TOTAL APPROVED SAVINGS					781	0	0.0

Proposed Amendment/Alternative Saving(s):-

Priority Ref	Business Unit/Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE
1	Older People	Review of high cost care packages - additional saving realised following review.	Transformation	15,426	134	-	-
2	Older People	Review of Tenancy Support service - a review of the service is underway with a view to moving towards a more peripatetic service or indeed a transfer to a social enterprise model with effect from 1 July 2016. The exact future service model will still need to be determined.	Transformation	787	500	-	-28.0
		TOTAL			634	0	-28.0

SHORTFALL / (EXCESS)

147 0

Additional 1% Savings

Priority Ref	Business Unit/Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE
3	Older People	Cease mainstream day care provision at Seaton Grove (transfer to other provider).	Stop/Reduce	1,974	40	-	TBC
4	Older People	Cease payment to ACCCT for communal lounge at St. Drostan's Court.	Stop/Reduce	15	15	-	-
5	People with Mental Health Needs	Delete 1x0.6 FTE Senior Social Care Officer Mental Health Supported Accommodation Team.	Efficiency	472	23	23	-0.6
6	People with Mental Health Needs	Change shift pattern at Cliffview Court night cover .	Efficiency	472	30	30	-
7	People with Physical & Sensory Difficulties	Increase Community Alarm Charge	Increased Income	650	31	-	-

Priority Ref	Business Unit/Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE
8	Older People	Delete a charge hand post from community meals service.	Efficiency	641	8	8	-1.0
9	Older People	Short breaks - balance of budget remaining after service closed.	Efficiency	200	200	0	0.0
10	Older People	Changes to service delivery model under Self Directed Support at St Drostan's and Provost Johnston Road.	Transformation	554	100	0	-6.0
TOTAL ADDITIONAL 1% SAVINGS					447	61	-7.6
Total 2016/17 Savings					1,756	736	-58.6

Investment Bids 2016/17

Priority Ref.	Business Unit/Service	Proposal	2016/17 Ongoing £'000	2016/17 One-off £'000	2016/17 Total £'000	2016/17 Staff Impact FTE
1		Third party inflation - additional resources to address estimated inflationary increases from third party providers.				
	Older People		366	-	366	-
	People with Learning Disabilities		119	-	119	-
	People with Mental Health Needs		9	-	9	-
	People with Physical & Sensory Difficulties		22	-	22	-
	People with Substance Abuse		1	-	1	-
	Homelessness		3	-	3	-

Priority Ref.	Business Unit/Service	Proposal	2016/17 Ongoing £'000	2016/17 One-off £'000	2016/17 Total £'000	2016/17 Staff Impact FTE
2	People with Learning Disabilities	Children in Transition (LD) - Additional resources to help address funding pressures arising from children moving into adult care. This is a recurring cost pressure, and the Council in recent years has sought to provide additional resources to deal with this issue	497	-	497	-
3	People with Mental Health Needs	Mental Health Services - New packages of care to meet new and growing demands.	230	-	230	-
4	Older People	Demographics - Additional resources to help address recurring shortfall in funding due to demographic pressures in OPS	700	-	700	-
5	Older People	Integration Joint Board - 50% share of costs of Chief Officer & Chief Financial Officer.	90	-	90	-
6	People with Learning Disabilities	Learning Disability - costs associated with provision of suitable accommodation for new service users	277	-	277	-
TOTAL INVESTMENT PROPOSALS			2,314	0	2,314	0.0

2016/17
Provisional Revenue Budget
(Including Budget Savings and Investment Proposals 2016/17)

Communities Directorate

REVENUE BUDGET 2016/17
 DIRECTORATE:
 BUSINESS UNIT:
 SERVICE:

COMMUNITIES
 SUMMARY

Sept. '15 Prices

	<u>Final Budget @ Outturn Prices 2015/16 £'000's</u>	<u>Provisional Base Budget Submission (Before Investments & Savings) 2016/17 £'000</u>	<u>Investment Bids Ongoing £'000</u>	<u>Investment Bids One-Off £'000</u>	<u>Budget Savings Applied £'000</u>	<u>Revised Base Budget Submission 2016/17 £'000</u>
Communities Directorate	440	440	0	0	(35)	405
Business Improvement & Support	409	1,249	0	0	(79)	1,170
Regulatory, Protective & Prevention Services	17,227	17,107	0	0	(1,219)	15,888
Technical & Property Services	18,928	18,575	56	0	(451)	18,180
Planning & Place	4,578	4,552	29	0	(363)	4,218
Services to Communities	7,428	7,094	0	0	(467)	6,627
TOTAL COMMUNITIES	49,010	49,017	85	0	(2,614)	46,488

SERVICE:

COMMUNITIES: DIRECTORATE / BUSINESS SUPPORT

Savings Proposals 2016/17 - Approved per report 60/15 - On Target

Priority Ref	Business Unit/ Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE
CD&SR-S-1	Business Support Hub Expenditure	Staffing reductions as a result of efficiencies generated through combining administration support for the overall Communities Directorate within the Business Support Team. The staffing budgets affected by elements of these savings will now be transferred into one budget/budget heading.	Efficiency	1,505	79	79	-3.5
TOTAL APPROVED SAVINGS					79	79	-3.5

Additional 1% Savings

Priority Ref	Business Unit/ Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE
12	Communities Directorate	Water at Work Provision, removal of provision except leisure facilities.	Reduce	10	4	-	-
13	Communities Directorate	Hospitality/Training lunches/Training venue restrictions.	Reduce	15	3	-	-
14	Communities Directorate	Reduction on Shred-it contract and introduce alternative arrangements for lesser levels across Directorate.	Reduce	35	8	-	-
15	Communities Directorate	Remove contract phones and move to pay as you go (for certain groups of employees in Directorate).	Reduce	15	6	-	-
16	Communities Directorate	Re-alignment of software support contracts.	Efficiency	193	4	-	-
17	Communities Directorate	Centralised IT budget.	Efficiency	95	10	-	-
TOTAL ADDITIONAL 1% SAVINGS					35	0	0.0

Total 2016/17 Savings

114

79

-3.5

Investment Bids 2016/17

Priority Ref.	Business Unit/ Service	Proposal	2016/17 Ongoing £'000	2016/17 One-Off £'000	2016/17 Total £'000	2016/17 Staff Impact FTE
		None	-	-	-	-
		TOTAL INVESTMENT PROPOSALS	0	0	0	0.0

SERVICE:

COMMUNITIES: REGULATORY, PROTECTIVE & PREVENTION SERVICES

Savings Proposals 2016/17 - Approved per report 60/15 - On Target

Priority Ref	Business Unit/ Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE
CRPPS-S-6 (E&CP)	Environmental Health	Miscellaneous income budget increase.	Increased Income	166	2	-	-
CRPPS-S-10 (P)	Parks, Gardens & Ground Operations	Additional technical fee income mainly from external third parties.	Increased Income	3,143	5	-	-
CRPPS-S-19 (P)	Parks, Gardens & Ground Operations	Phase out maintenance at bowling greens through transfer to clubs or closure. (Overall reduction in summer seasonal staff and reduction in material costs).	Stop/Reduce	3,143	5	-	-
CRPPS-S-22 (E&CP)	Environmental Health Consumer Protection	Reduction in core staffing levels within ECP as vacancies arise and post holders retire. Savings balance coming from supplies and services.	Efficiency/ Reduce	1,876	150 40	- -	2.3 0.5
CRPPS-S-25 (WM)	Waste Management	Reduce overtime budget which will have a cumulative impact on service delivery arrangements by 2016/17.	Reduce	279	30	-	-
CRPPS-S-27 (WM)	Waste Management	Redesign street sweeping service provision through a service review.	Efficiency/ Transformation	1,498	35	-	-2.0

Priority Ref	Business Unit/ Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE
CRPPS-S-32 (P)	Parks, Gardens & Ground Operations	Further reduce unplanned material budget.	Stop/Reduce	29	10	-	-
CRPPS-S-33 (P)	Parks, Gardens & Ground Operations	Reduce core staffing levels. (Seasonal or pool staff employed only where additional re- chargeable works are identified).	Transformation	3,143	22	-	-1.0
CRPPS-S-34 (PPE)	Public Protection & Enforcement	Outsourced mediation service for Anti Social Behaviour - Service redesign.	Transformation	40	40	-	-
CRPPS-S-35 (WM)	Waste Management	Redesign delivery of recycling centre provision.	Transformation	650	175	-	-5.0
CRPPS-S-36 (PPE)	Public Protection & Enforcement	Police Scotland - remove funding for analyst.	Stop/Reduce	23	23	-	-
CRPPS-S-41 (P)	Parks, Gardens & Ground Operations	Increase to Ground Maintenance income.	Increased Income	625	45	-	-
		TOTAL APPROVED SAVINGS			582	0	-5.2

Savings Proposals 2016/17 - Approved per report 60/15 - No longer deliverable or requiring amendment

Priority Ref	Business Unit/ Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE
CRPPS-S-38 (WM)	Waste Management	Review provision of garden waste collections and seek to deliver efficiencies through increased productivity and fuel savings.	Efficiency/ Transformation	3,682	250	-	-6.0
CRPPS-S-39 (WM)	Waste Management	Review provision of recycling collections and seek to deliver efficiencies through increased productivity and fuel savings.	Efficiency/ Transformation	3,682	200	-	-6.0
CRPPS-S-40 (WM)	Waste Management	Redesign waste management service provision by reviewing collection frequencies and shift patterns.	Efficiency/ Transformation	3,682	75	-	-6.0
		TOTAL APPROVED SAVINGS			525	0	-18.0

Proposed Amendment/Alternative Saving(s):-

Priority Ref	Business Unit	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE
1	Waste Management	Introduce a charge for the garden waste collection service on a cost recovery basis.	Increased income	3,682	378	-	-6.0
2	Waste Management	Review provision of food waste collections within rural areas.	Efficiency/ Transformation	3,682	88	-	-6.0
3	Waste Management	Review of unmanned public toilet provision.	Efficiency/ Transformation	210	60	-	-
		TOTAL			526	0	-12.0

SHORTFALL / (EXCESS)

(1) 0

Additional 1% Savings

Priority Ref	Business Unit/ Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE
4	Waste Management	Reduce Advertising/Promotions budget.	Reduce	38	20	-	-
5	Waste Management	Reduce Consultancy fees - less reliance on landfill technical advisors and carrying out more in-house work.	Reduce	59	34	-	-
6	Environmental Health	Increase in income from pest control treatments (administration fees).	Increased Income	22	10	-	-
7	Public Protection & Enforcement	Provide stray dog cover in-house (cease arrangement with Dundee City Council).	Stop	4	4	-	-
8	Parks, Gardens & Ground Operations	Withdrawal of payment to Brechin Common Good for Brechin Golf Club (as per members agreement 15/4/15).	Stop	3	3	-	-
9	Waste Management	Landfill site monitoring and sampling to be carried out in-house.	Stop	45	30	-	-
10	Waste Management	Reduce fuel usage by carrying out driver training and use of IT monitoring systems.	Efficiency	954	10	-	-
		TOTAL ADDITIONAL 1% SAVINGS			111	0	0.0

Total 2016/17 Savings

1,219 0 -17.2

Investment Bids 2016/17

Priority Ref.	Business Unit/ Service	Proposal	2016/17 Ongoing £'000	2016/17 One-Off £'000	2016/17 Total £'000	2016/17 Staff Impact FTE
		None	-	-	-	-
		TOTAL INVESTMENT PROPOSALS	0	0	0	0.0

SERVICE:

COMMUNITIES: TECHNICAL & PROPERTY SERVICES

Savings Proposals 2016/17 - Approved per report 60/15 - On Target

Priority Ref	Business Unit/ Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE
CTP-S-4 (R)	Roads	Reduction in supplies and services budget (newspaper/stationery/training budget) including reflecting staff reductions.	Efficiency	731	1	1	-
CTP-S-7 (T)	Transport	Reduction in miscellaneous supplies and services budget within Transport section.	Efficiency	50	2	2	-
CTP-S-24 (R)	Roads	Reduction in street lighting maintenance costs by following up on guarantee for lamps Inc. LEDs.	Efficiency	583	15	15	-
CTP-S-25 (R)	Roads	Increase various roads related charges in line with inflation.	Increased Income	535	7	7	-
CTP-S-30 (R)	Roads	Transfer essential patching works to Renewal & Repair Fund/Capital resulting in reduction of resurfacing; flood prevention; safety improvements; but maintaining road repairs.	Reduce	2,005	200	-	-
CTP-S-35 (R)	Roads	Change of approach for publishing Traffic Regulation Orders for Council supported events - reduced costs of advertising.	Efficiency	195	2	2	-
		TOTAL APPROVED SAVINGS			227	27	0

Savings Proposals 2016/17 - Approved per report 60/15 - No longer deliverable or requiring amendment

Priority Ref	Business Unit/ Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE
CTP-S-15 (P)	Property	ER/VR retirement - initial saving revised down by 25%.	Efficiency	2,023	32	32	-0.8
CTP-S-16 (P)	Property	Retirement of staff member and deletion of post - initial saving revised down by 25%.	Efficiency	2,023	24	24	-0.8
CTP-S-17 (P)	Property	Retirement of staff member and deletion of post - initial saving revised down by 25%.	Efficiency	2,023	27	27	-0.8
CTP-S-20 (R)	Roads	Reduction in electricity and CO2 by on-going street lighting upgrades through LEDs/White light.	Efficiency	1,200	10	10	-
CTP-S-22 (R)	Roads	Commodity Management of construction to deliver procurement savings (proportion of roads 3rd party costs).	Transformation	3,610	72	72	-
CTP-S-23 (R)	Roads	Partnership/shared services (proportion of roads 3rd party costs).	Transformation	4,815	96	96	-
CTP-S-26 (R)	Roads	Reduction in Roads staff numbers through natural turnover and possible ER/VR.	Transformation	2,919	62	62	-2.0
CTP-S-31 (R)	Roads	Switch off 2nd light (need to start work in year 1). No new investment resources required can be done as part of existing programme of works.	Reduce	1,200	75	75	-
		TOTAL APPROVED SAVINGS			398	398	-4.4

Proposed Amendment/Alternative Saving(s):-

Priority Ref	Business Unit/ Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE
1	Property	ER/VR retirement - initial saving revised down by £1k .	Efficiency	2,023	31	31	-1.0
2	Property	ER/VR retirement - initial saving revised up by £9k.	Efficiency	2,023	33	33	-1.0
3	Property	ER/VR retirement - initial saving revised up by £3k.	Efficiency	2,023	30	30	-1.0
4	Roads	Reduction in electricity and CO2 by on-going street lighting upgrades through LEDs/White light (part of £314k already taken in 2015-16 to be counted against future savings target after consideration of additional 1% saving).	Efficiency	1,200	174	174	-
5	Roads	Partnership/shared services (proportion of roads 3rd party costs); Delivered through reduction in standby allowance in Lighting	Transformation	4,815	7	7	-
6	Roads	Reduction in Roads staff numbers through natural turnover and possible ER/VR.ER/VR retirement - initial saving revised up by £11k.	Transformation	2,919	73	73	-2.8
7	Roads	Adjustment to budgeted income for A92 DBFO - the Dundee CITY Council contribution has increased over the years and this is a budget re-alignment to reflect this.	Increased Income	139	21	21	-
8	Roads	Adjustment to budget for A92 DBFO - the budget allows for traffic increases over time. As traffic increases have not materialised as expected the budget is being realigned.	Reduce	6,559	29	29	-
		TOTAL			398	398	-5.8

SHORTFALL / (EXCESS)

0 0

Additional 1% Savings

Priority Ref	Business Unit	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE
9	Roads	Roads - Street Lighting Energy, part of £314k already taken in 2015-16 to be counted against future savings target.	Efficiency	1,076	140	-	-
TOTAL ADDITIONAL 1% SAVINGS					140	0	0.0

Total 2016/17 Savings					765	425	-5.8
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Investment Bids 2016/17

Priority Ref.	Business Unit/ Service	Proposal	2016/17 Ongoing £'000	2016/17 One-Off £'000	2016/17 Total £'000	2016/17 Staff Impact FTE
1	Roads	Decriminalisation of On-Street Parking - net cost increase per Business Case being reported to P & R Committee in December 2015.	56	-	56	2.0
TOTAL INVESTMENT PROPOSALS			56	0	56	2.0

SERVICE:

COMMUNITIES: PLANNING & PLACE

Savings Proposals 2016/17 - Approved per report 60/15 - On Target

Priority Ref	Business Unit/Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE
CP&P-S-3 (P)	Planning	Improvement Grants - reduction third party payments budget.	Reduce	253	10	-	-
CP&P-S-4 (P)	Planning	Tayplan - reduction in contribution.	Reduce	60	3	-	-
CP&P-S-10 (P)	Planning	Service Redesign within Planning Services.	Transformation	1,911	108	108	-4.0
CP&P-S-12 (P)	Planning	Training Budget - general reduction.	Reduce	22	10	10	-
		TOTAL APPROVED SAVINGS			131	118	-4.0

Savings Proposals 2016/17 - Approved per report 60/15 - No longer deliverable or requiring amendment

Priority Ref	Business Unit/Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE
CP&P-S-8 (CP) & (P)	Community Planning	Savings arising from implementation of Mobile and Flexible Working.	Efficiency	2,431	60	60	-
	Community Planning		Efficiency	2,431	40	40	-2.5
	Planning		Efficiency	1,911	50	50	-
CP&P-S-11 (CP)	Community Planning	Workforce Planning - general reduction in staff costs.	Efficiency	2,431	50	50	-1.0
		TOTAL APPROVED SAVINGS			200	200	-3.5

Proposed Amendment/Alternative Saving(s):-

Priority Ref	Business Unit/ Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE
1	Community Planning	Savings arising from implementation of Mobile and Flexible Working. - Community Planning	Efficiency	2,431	60	60	-
2	Community Planning	Workforce planning - general reduction in staff costs following the redesign of the central administrative support for Community Planning.	Efficiency	2,184	20	20	-1.0
3	Community Planning	Additional Income from HRA and Affordable Housing to enable the acceleration of new housing developments in Angus, linked to expressed priorities arising from charrettes and locality events.	Increased Income	0	30	-	-
4	Community Planning	Funding agreed from People Directorate for playgroup use at Panmure.	Increased Income	0	40	-	-
5	Planning	Savings from move out of portacabin now included in Transforming Angus Tier 1 review savings. Income budget being adjusted upwards as an alternative saving, as there is capacity in the income figures for planning fees and building warrants.	Increased Income	1,187	50	-	-
		TOTAL			200	80	-1.0

SHORTFALL / (EXCESS)

0 120

Additional 1% Savings

Priority Ref	Business Unit	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE
6	Planning	Planning - Reduction in staff mileage.	Reduce	52	7	-	-
7	Planning	Planning - Targeted reduction in miscellaneous services.	Reduce	67	5	-	-
8	Community Planning	Community Planning - Staff recharge to Housing Revenue Account/Affordable Housing Account.	Increased Income	0	20	-	-
TOTAL ADDITIONAL 1% SAVINGS					32	0	0.0

Total 2016/17 Savings					363	198	-5.0
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Investment Bids 2016/17

Priority Ref.	Business Unit/ Service	Proposal	2016/17 Ongoing £'000	2016/17 One-Off £'000	2016/17 Total £'000	2016/17 Staff Impact FTE
1	Other Housing	The Scottish Government has removed Hostel Deficit Grant Funding in previous years and alternative funding arrangements have been put in place. Angus Council have been awarded £294k in total over 4 Years which includes £88k in 2016/17. Included in the Other Housing Budget for 2015/16 is £59k therefore this bid is for the additional funding in 2016/17.	29	-	29	-
TOTAL INVESTMENT PROPOSALS			29	0	29	0.0

SERVICE:

COMMUNITIES: SERVICE TO COMMUNITIES

Savings Proposals 2016/17 - Approved per report 60/15 - On Target

Priority Ref	Business Unit/ Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE
CS2C-S-1 (L)	HQ	Increase in income in fees and charge.	Increased Income	4,033	40	-	-
CS2C-S-14 (C)	HQ	Reduce Library Support Services by realigning staff numbers (2 x Library Assistants @ LG3).	Stop/Reduce	215	37	37	-2.0
CS2C-S-17 (C)	HQ	Review library opening hours: through activity analysis, customer consultation and impact assessment, match library opening hours to meet user and community needs in each burgh.	Transformation	2,389	57	-	-2.7
CS2C-S-19 (L)	HQ	Reduction of one Sports Development Officer.	Efficiency	375	29	-	-1.0
TOTAL APPROVED SAVINGS					163	37	-5.7

Savings Proposals 2016/17 - Approved per report 60/15 - No longer deliverable or requiring amendment

Priority Ref	Business Unit/ Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE
CS2C-S-2 (L)	HQ	Reduction in Sports Facilities supplies and services.	Stop/Reduce	372	30	-	-
CS2C-S-15 (C)	HQ	Review provision of services via Rural Access vehicles: re-design through community and partner consultation and business assessment to maximise use of resources and enable efficient, cost effective service delivery.	Transformation	120	77	-	-2.5
CS2C-S-16 (C)	HQ	Reduce Gallery exhibitions by realigning staff provision.	Stop/Reduce	150	16	16	-0.5
CS2C-S-18 (L)	HQ	Reduction of two facilities staff.	Transformation	3,356	74	-	-2.0
TOTAL APPROVED SAVINGS					197	16	-5.0

Proposed Amendment/Alternative Saving(s):-

Priority Ref	Business Unit/ Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE
1	HQ	Increase in income from leisure facilities by another £30k.	Increased Income	4,033	30	-	-
2	HQ	Review vehicle Rural Access service provision.	Reduce	120	45	45	-
3	HQ	Review service delivery as part of service re-design in Galleries.	Efficiency	150	36	36	-1.0
4	HQ	Increase in income from fees and other charges at Webster Theatre and Halls.	Increased Income	4,033	5	-	-
5	HQ	Increase in income from fees and charges via Countryside Services.	Increased Income	4,033	5	-	-
6	HQ	Remove public swimming sessions at Carnoustie and Monifieth HS pools.	Stop	65	36	-	-
7	HQ	Facility Managers covering Duty Manager hours during holiday and weekend working.	Efficiency	3,356	40	-	-
		TOTAL			197	81	-1.0

SHORTFALL / (EXCESS)

0 (65)

Additional 1% Savings

Priority Ref	Business Unit/ Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE
8	HQ	Staff re-design, as moves towards new model of delivery in ANGUS Alive.	Efficiency	7,581	107	-	-4.5
		TOTAL ADDITIONAL 1% SAVINGS			107	0	-4.5

Total 2016/17 Savings

467

118

-11.2

Please note that the Angus Alive Board is now responsible for the above services, and may therefore decide to revise how the overall savings target is delivered.

Investment Bids 2016/17

Priority Ref.	Business Unit/ Service	Proposal	2016/17 Ongoing £'000	2016/17 One-Off £'000	2016/17 Total £'000	2016/17 Staff Impact FTE
		None	-	-	-	-
		TOTAL INVESTMENT PROPOSALS	0	0	0	0.0

2016/17
Provisional Revenue Budget
(Including Budget Savings and Investment Proposals 2016/17)

Chief Executive

REVENUE BUDGET 2016/17

DIRECTORATE:

BUSINESS UNIT:

SERVICE:

CHIEF EXECUTIVE'S

SUMMARY

Sept. '15 Prices

	<u>Final Budget @ Outturn Prices 2015/16 £'000's</u>	<u>Provisional Base Budget Submission (Before Investments & Savings) 2016/17 £'000</u>	<u>Investment Bids Ongoing £'000</u>	<u>Investment Bids One-Off £'000</u>	<u>Budget Savings Applied £'000</u>	<u>Revised Base Budget Submission 2016/17 £'000</u>
Chief Executive Unit	1,228	1,318	55	25	(66)	1,332
Members'	1,039	1,040	0	0	(30)	1,010
Resilience	105	107	0	0	0	107
Economic Development	1,132	1,087	0	0	(100)	987
TOTAL CHIEF EXECUTIVE'S	3,504	3,552	55	25	(196)	3,436

SERVICE:

CHIEF EXECUTIVE

Savings Proposals 2016/17 - Approved per report 60/15 - On Target

Priority Ref	Business Unit/Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE
CEU-S-3 (ED)	Economic Development	Third Party payments - £3k Marketing (reduced payment to DACB), external funding £6k (close rural shop grant) and 12k employability (reduced consultancy fees).	Reduce	234	21	21	-
CEU-S-10 (ED)	Economic Development	Supplies and Services - £3k from ED HQ and £12k from shaving marketing budgets.	Reduce	524	15	15	-
CEU-S-14 (ED)	Economic Development	Income - increased property income.	Income	1,218	6	6	-
TOTAL APPROVED SAVINGS					42	42	0.0

Savings Proposals 2016/17 - Approved per report 60/15 - No longer deliverable or requiring amendment

Priority Ref	Business Unit/Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE
CEU-S-21 (CE)	Chief Executive	Review of overall staffing resource within Chief Executive's with a view to reducing staff numbers by 3.0 FTE basic grade professional posts.	Transformation	1,222	107	-	-3.0
CEU-S-22 (CE)	Chief Executive	Reduction in supplies and services and transport costs.	Reduce	76	10	-	-
TOTAL APPROVED SAVINGS					117	0	-3.0

Proposed Amendment/Alternative Saving(s):-

Priority Ref	Business Unit/Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE
1	Economic Development	Review of economic development restructure - Regrading of existing posts and increase in staff slippage.	Efficiency	1,267	13	13	-
2	Members	Reduction in payment for cleaning services at the Cross. Reflects spend in previous years.	Reduce	132	10	-	-
3	Members Chief Executive	Review of Executive Support Staff regrading of two vacant posts.	Efficiency	794 385	4 8	4 8	- -
4	Chief Executive	Review of the Design Team to reduce FTE by one by June 2016.	Efficiency	284	26	26	-1.0
5	Members	Reduction in staff budget for supply pool drivers.	Efficiency	794	12	12	-0.5
6	Economic Development	Increase in Economic Development rental income.	Increased Income	787	25	-	-
7	Members	Reduction in property costs for the Cross (Non Domestic Rates).	Efficiency	132	4	4	-
8	Chief Executive	Reduction in third party payments bought-in services budget.	Reduce	63	6	6	-
9	Chief Executive	Reduction in post - Counter Fraud Officer. Request to work reduced hours.	Efficiency	88	9	9	-0.3
		TOTAL			117	82	-1.8

SHORTFALL / (EXCESS)

0 **(82)**

Additional 1% Savings

Priority Ref	Business Unit/Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE
10	Economic Development	Restructure of support staff - deletion of one post. Review of Economic Development restructure - Regrading of existing posts.	Efficiency	1,267	20	20	-1.0
11	Chief Executive	Review of Management Recharges (Risk).	Increased Income	108	16	-	-
12	Chief Executive	Reduction in third party payments bought-in services budget.	Reduce	63	1	-	-
		TOTAL ADDITIONAL 1% SAVINGS			37	20	-1.0

Total 2016/17 Savings					196	144	-2.8
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Investment Bids 2016/17

Priority Ref.	Business Unit/Service	Proposal	2016/17 Ongoing £'000	2016/17 One-Off £'000	2016/17 Total £'000	2016/17 Staff Impact FTE
1	Chief Executive	2016 Scottish Rural Parliament Event.	-	25	25	-
2	Chief Executive	To establish revenue budget for newly established web team.	55	-	55	-
		TOTAL INVESTMENT PROPOSALS	55	25	80	0.0

2016/17
Provisional Revenue Budget
(Including Budget Savings and Investment Proposals 2016/17)

Resources Directorate

REVENUE BUDGET 2016/17
 DIRECTORATE:
 BUSINESS UNIT:
 SERVICE:

RESOURCES
 SUMMARY

Sept. '15 Prices

	<u>Final Budget @ Outturn Prices 2015/16 £'000's</u>	<u>Provisional Base Budget Submission (Before Investments & Savings) 2016/17 £'000</u>	<u>Investment Bids Ongoing £'000</u>	<u>Investment Bids One-Off £'000</u>	<u>Budget Savings Applied £'000</u>	<u>Revised Base Budget Submission 2016/17 £'000</u>
Transforming Angus	904	904	0	0	0	904
Corporate Improvement & Finance	3,702	3,727	30	30	(194)	3,593
Legal & Democratic Services	2,266	2,288	0	0	(196)	2,092
Organisational Change	3,351	3,202	22	0	(96)	3,128
TOTAL RESOURCES	10,223	10,121	52	30	(486)	9,717

SERVICE:

RESOURCES: CORPORATE IMPROVEMENT & FINANCE

Savings Proposals 2016/17 - Approved per report 60/15 - On Target

Priority Ref	Business Unit/Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE
RCI&F-S-1 (R&B)	Revenues & Benefits	Additional charges income for services provided to Scottish Water and other funds e.g. Loans Fund.	Increased Income	422	1	1	-
RCI&F-S-8 (R&B)	Revenues & Benefits	Service review of income and debt including move of rent collection to Revenues & Benefits - assumed savings in existing Corporate Improvement & Finance staff costs.	Transformation	2,071	26	26	-1.2
RCI&F-S-12 (R&B)	Revenues & Benefits	Move to electronic risk based verification for benefits and online forms software allowing 2 posts to be deleted.	Transformation	2,421	25	25	-1.0
RCI&F-S-15 (R&B)	Revenues & Benefits	Reduce staff numbers deployed on council tax administration and benefits administration - will be achieved by ceasing temporary contracts so not expected to result in redundancies but will impact negatively on processing times and may cause hardship and a rise in complaints.	Stop/Reduce	2,421	75	-	-3.5
		TOTAL APPROVED SAVINGS			127	52	-5.7

Savings Proposals 2016/17 - Approved per report 60/15 - No longer deliverable or requiring amendment

Priority Ref	Business Unit/Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	2017/18 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE	2017/18 Staff Impact FTE
RCI&F-S-11 (R&B)	Revenues & Benefits	Withdraw revenues & benefits service provision from ACCESS Offices and adopt a new model of provision involving greater role for ACCESS staff.	Transformation	2,421	22	-	22	-1.0	-
RCI&F-S-14 (G&CI)	Corporate Improvement & Finance	Reduce procurement staffing by 0.5 FTE - assistance to services with PECOS and general procurement queries will be diminished.	Stop/Reduce	2,071	10	-	-	-0.5	-
RCI&F-S-16 (G&CI)	Corporate Improvement & Finance	Reorganise the Corporate Improvement Team and its duties to deliver a 1 FTE reduction on current numbers - this may require early retirement/redundancy.	Stop/Reduce	2,115	30	-	-	-1.0	-
TOTAL APPROVED SAVINGS					62	0	22	-2.5	0.0

Proposed Amendment/Alternative Saving(s):-

Priority Ref	Business Unit/Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	2017/18 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE	2017/18 Staff Impact FTE
1	Revenues & Benefits	Review revenues and benefits staffing levels in Access Offices. Saving achievable due to introduction of risk based verification, online forms and other process changes.	Transformation	2,421	22	-	22	-1.0	-
2	Corporate Improvement & Finance	Reduce Financial Services administration staffing by 0.5 FTE - assistance to financial services teams will be diminished.	Stop/Reduce	2,071	10	-	-	-0.5	-
3	Corporate Improvement & Finance	Reorganise the Corporate Improvement Team and its duties to deliver a 1 FTE reduction on current numbers - this may require early retirement/redundancy.	Stop/Reduce	2,115	-	30	-	-	-1.0
TOTAL					32	30	22	-1.5	-1.0

SHORTFALL / (EXCESS)

30 (30) 0

Additional 1% Savings

Priority Ref	Business Unit/Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE
4	Revenue & Benefits	Reduction of 0.75 full time equivalent in Revenues & Benefits Service. Saving achievable because of vacancies and some staff moving to flexible working/retirement. Will require to manage workload impact but the deployment of new technology will help in this regard.	Efficiency	2,418	18	18	-0.8
5	Revenue & Benefits	Further savings from Finance Services Review due to refinements in structure and the ending of temporary salary protections for some staff. Staff impact (FTE) is net effect of several adjustments.	Efficiency	1,981	17	17	-0.5
		TOTAL ADDITIONAL 1% SAVINGS			35	35	-1.3

Total 2016/17 Savings	194	109	-8.5
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2016/17 Savings Rephased into 2017/18	30	0	-1.0
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Investment Bids 2016/17

Priority Ref.	Business Unit/Service	Proposal	2016/17 Ongoing £'000	2016/17 One-off £'000	2016/17 Total £'000	Staff Impact FTE
1	Corporate Improvement & Finance	The increased use and revision of charges by banks and merchant services has led to a substantial increase in bank charges in both Financial Services and Revenues and Benefits. The value of the increased charges is being investigated and may affect other Services such as HRA and Angus Alive. An estimate of £60k is made at present.	30	30	60	-
		TOTAL INVESTMENT PROPOSALS	30	30	60	0.0

SERVICE:

RESOURCES: LEGAL & DEMOCRATIC**Savings Proposals 2016/17 - Approved per report 60/15 - On Target**

Priority Ref	Business Unit/Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE
RLD-S-1 (L)	Licensing	Additional income resulting from annual review of Charges and Fees - Annual increase to charges in respect of the Registrars, fees & charges in respect of licenses issued under the Civic Government (Scotland) Act 1982 and fees charged in respect of the processing of certain applications under the Licensing (Scotland) Act 2005.	Increased Income	297	4	4	-
RLD-S-3 (C)	Core	Further staff slippage/deletion of Clerical post - This will be achieved by delays in filling vacancies and deletion of vacant post.	Efficiency	1,531	20	20	-1.0
RLD-S-6 (C)	Core	Significant reduction to the overall Legal & Democratic Services training budgets.	Stop/Reduce	7	5	5	-
RLD-S-7 (C)	Core	Further reductions to already depleted Supplies & Services budgets within Core Services. On-going subscriptions to various legal text books would be significantly hit by the reduction in this budget.	Stop/Reduce	102	10	10	-
RLD-S-8 (HQ)	Angus House	Review of Angus House HQ Buildings budget - this would involve eroding the cleaning service, diminishing the current reception service and restricting office opening hours.	Stop/Reduce	515	40	-	0.0
RLD-S-10 (C)	Core	Review of overall staffing resource within Legal & Democratic Services with a view to reducing staff numbers by 3.5 FTE. Compulsory redundancies may be required to achieve this reduction.	Stop/Reduce	1,531	107	-	-3.5
TOTAL APPROVED SAVINGS					186	39	-4.5

Savings Proposals 2016/17 - Approved per report 60/15 - No longer deliverable or requiring amendment

Priority Ref	Business Unit/Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE
RLD-S-11 (C)	Core	Additional income within Registration Services - introduction of baby naming ceremonies.	Increased Income	142	10	10	-
TOTAL APPROVED SAVINGS					10	10	0.0

Proposed Amendment/Alternative Saving(s):-

Priority Ref	Business Unit/Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE
1	Registrars	Additional income within Registration Services - introduction of baby naming ceremonies.	Increased Income	142	3	3	-
2	Registrars	Additional income within Registration Services - venue services.	Increased Income	142	7	7	-
TOTAL					10	10	0.0

SHORTFALL / (EXCESS)

0 0

Additional 1% Savings

Priority Ref	Business Unit/Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE
3	Other Services	Reduction in the Children's Panel budget - the new budget will reflect future expenditure levels.	Efficiency	90	25	25	-
		TOTAL ADDITIONAL 1% SAVINGS			25	25	0.0

Total 2016/17 Savings	221	74	-4.5
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Investment Bids 2016/17

Priority Ref.	Business Unit/Service	Proposal	2016/17 Ongoing £'000	2016/17 One-off £'000	2016/17 Total £'000	Staff Impact FTE
		None	-	-	-	-
		TOTAL INVESTMENT PROPOSALS	0	0	0	0.0

SERVICE:

RESOURCES: ORGANISATIONAL CHANGE

Savings Proposals 2016/17 - Approved per report 60/15 - On Target

Priority Ref	Business Unit/Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE
ROC-S-3 (IT)	Information Technology	The development activities budget has been used to support service developments for the IT Service. Significant developments to the core business systems and support tools have streamlined the range of products being used and increased back office efficiency such that any future developments can be managed within existing resources.	Stop	33	10	-	-
ROC-S-4 (IT)	Information Technology	Review of annual service contracts with a view to re-defining scope and aggregating services to realise a target 10% year on year saving.	Efficiency	246	20	20	-
ROC-S-7 (IT)	Information Technology	Good procurement practices are ensuring that many technology based training requirements are included in the contracts for delivery. As this approach becomes embedded, it will allow release of a proportion of the revenue based training budget in future years.	Efficiency	54	30	30	-
ROC-S-10 (IT)	Information Technology	The service desk product has been used to drive significant service improvements over the last 3 years. The pace of new developments will be reduced as a result of this savings proposal.	Reduce	20	4	-	-
TOTAL APPROVED SAVINGS					64	50	0.0

Savings Proposals 2016/17 - Approved per report 60/15 - No longer deliverable or requiring amendment

Priority Ref	Business Unit/Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	2017/18 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE	2017/18 Staff Impact FTE
ROC-S-8 (IT)	Information Technology	Resilient links on the core network will be ceased. Contract uptime on core is 99.9999% and resilience is limited due to restrictions on BT infrastructure. Risk is therefore low.	Efficiency	310	32	-	32	-	-
TOTAL APPROVED SAVINGS					32	0	32	0.0	0.0

Proposed Amendment/Alternative Saving(s):-

Priority Ref	Business Unit/Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	2017/18 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE	2017/18 Staff Impact FTE
1	Information Technology	The move of the core network into SWAN allows for further competition of the required circuits which will take place in September 2016. Any savings will not be fully realised until financial year 2017/18.	Efficiency	310	-	32	32	-	-
		TOTAL			0	32	32	0.0	0.0

SHORTFALL / (EXCESS)

32 (32) 0

Additional 1% Savings

Priority Ref	Business Unit/Service	Description of Saving	Saving Category	Base Budget £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2016/17 Staff Impact FTE
2	Information Technology	The miscellaneous supplies and services budget has been realigned over previous years to ensure that spend is aligned to service delivery budgets. Remaining balances can be reduced.	Reduce	47	27	27	-
3	Information Technology	The number of leased cars has been reduced to ensure value for money from the lease contracts.	Reduce	13	5	5	-
		TOTAL ADDITIONAL 1% SAVINGS			32	32	0.0

Total 2016/17 Savings **96 82 0.0**

2016/17 Savings Rephased into 2017/18 **32 32 0.0**

Investment Bids 2016/17

Priority Ref.		Proposal	2016/17 Ongoing £'000	2016/17 One-off £'000	2016/17 Total £'000	Staff Impact FTE
1	Information Technology	As part of the budget process in previous years the support budget held by the IT Service has been increased to ensure the Council can maintain the key contracts that support its critical services. The overall support budget is being managed to deliver agreed savings against specific contracts, however the overall trend on key contracts covering our core technologies is upward. A 2.75% increase is proposed to ensure that service and support standards do not suffer during a time of expansion within the scope of the Council's Transformation programme.	22	-	22	-
2	Other Services	There has been a significant increase in reported incidents relating to the need to deal with challenging behaviour in educational and social care settings which highlight a risk for the Council as an employer, and also as a service provider. Our workforce is not currently equipped with the skills and knowledge required to deal with challenging behaviour and there is an urgent need for training in this area. Work has begun to develop a strategy which will equip our workforce with the skills and knowledge they require. The focus is on developing capacity internally so that this training can be delivered in the most cost effective and sustainable way in the future. The priority group for this training are those employees who work with young people with additional support needs (ASN staff).	-	30	30	-
TOTAL INVESTMENT PROPOSALS			22	30	52	0.0

REVENUE BUDGET 2016/17

DIRECTORATE:

BUSINESS UNIT:

SERVICE:

VARIOUS

OTHER SERVICES

	Final Budget @ Outturn Prices 2015/16 £'000's	Provisional Base Budget Submission (Before Investments & Savings) 2016/17 £'000	Investment Bids Ongoing £'000	Investment Bids One-Off £'000	Budget Savings Applied £'000	Revised Base Budget Submission 2016/17 £'000	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	18	12					12 Head of Organisational Change
Employee Assistance Programme	30	20					20 Head of Organisational Change
Ordnance Survey	63	63					63 Head of Organisational Change
Staff & Elected Member Training	100	90		30			120 Organisational Development Manager
Audit Fee	265	255					255 Head of Corporate Improvement & Finance
COSLA	76	73					73 Head of Corporate Improvement & Finance
Interest on Revenue Balances	(175)	(300)					(300) Head of Corporate Improvement & Finance
Corporate & Democratic Core	24	10					10 Head of Corporate Improvement & Finance
Provision for Additional Burdens	699	1,055			(314)		741 Head of Corporate Improvement & Finance
NDR Discretionary Reliefs	70	70					70 Head of Corporate Improvement & Finance
Council Tax Benefit Overpayment Recovery Incom	(63)	0					0 Head of Corporate Improvement & Finance
Council Tax Support	5,485	5,285					5,285 Head of Corporate Improvement & Finance
Scottish Welfare Fund	419	444					444 Head of Corporate Improvement & Finance
Discretionary Housing Payments	46	46					46 Head of Corporate Improvement & Finance
Scotland Excel	76	89					89 Head of Corporate Improvement & Finance
Transitional Funding Police	55	0					0 Head of Corporate Improvement & Finance
PVG Retrospective Checking	50	0					0 Head of Corporate Improvement & Finance
Corporate Equalities	2	2					2 Head of Corporate Improvement & Finance
Electoral Registration	174	175					175 Head of Legal & Democratic Services
Council Election Expenses	62	62					62 Head of Legal & Democratic Services
Children's Panel	68	68			(25)		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	678	678					678 Head of Technical & Property Services
Centralised Energy Management	148	148					148 Head of Technical & Property Services
CEEF Repayments	69	69					69 Head of Technical & Property Services
Energy Efficiency CRC Scheme	370	370					370 Head of Technical & Property Services
Carbon Reduction Planning	135	0					0 Head of Technical & Property Services
Feasibility Studies	40	25					25 Head of Technical & Property Services
CCTV - Angus Share of Costs (Gross)	145	145					145 Head of Technical & Property Services
Christmas Lighting	136	120					120 Head of Technical & Property Services
Citizens Advice Bureau	108	108					108 Head of Quality & Performance
Support Services	0	0				0	
Net Expenditure	9,550	9,359	0	30	(339)	9,050	

REVENUE BUDGET 2016/17

DIRECTORATE:

BUSINESS UNIT:

SERVICE:

VALUATION JOINT BOARD & JOINT ARRANGEMENT

Sept. '15 Prices

	<u>Final Budget @ Outturn Prices 2015/16 £'000's</u>	<u>Provisional Base Budget Submission (Before Investments & Savings) 2016/17 £'000</u>	<u>Investment Bids Ongoing £'000</u>	<u>Investment Bids One-Off £'000</u>	<u>Budget Savings Applied £'000</u>	<u>Revised Base Budget Submission 2016/17 £'000</u>
<u>Valuation Joint Board</u>						
Net Expenditure	757	750	0	0	0	750
<u>Tayside Contracts (Joint Arrangement)</u>						
Net Surplus (Angus Share)	(218)	(218)	0	0	0	(218)

ARBROATH COMMON GOOD ACCOUNT
REVENUE BUDGET 2016/17

Actual 2014/15 £		Adjusted Budget 2015/16 £	Budget 2016/17 £	Budget 2017/18 £	Budget 2018/19 £
	<u>Expenditure</u>				
	<u>Upkeep of Property</u>				
2,616	Insurance	2,616	2,616	2,616	2,616
4,197	Repairs & Maintenance	2,550	2,550	2,550	2,550
	<u>Supplies & Services</u>				
380	Other Supplies & Services	3,000	0	0	0
	<u>Administrative Costs & Third Party Payments</u>				
0	Other Administrative Expenses	1,000	1,000	1,000	1,000
8,017	<u>Central Support Services</u>	8,250	8,250	8,250	8,250
	<u>Specific Projects</u>				
578	Provost's Lamp, High Street - Repaint	0	0	0	0
6,512	Hayswell Park - Drainage	14,024	0	0	0
5,002	Arbroath Infirmary Car Park funding	5,002	0	0	0
41,543	Webster Theatre Redevelopment: 2007/08 - 2027/28	41,500	41,500	41,500	41,500
6,951	Access Office - Rhone /gutter cleaning	5,000	7,000	7,000	7,000
4,600	Inchcape Park - Annual maintenance cost	4,600	4,600	4,600	4,600
1,078	Rest Gardens, Cairnie Loan - Annual maintenance cost	1,078	1,078	1,078	1,078
0	Keptie Pond - Borehole	16,293	1,000	1,000	1,000
0	Abbey Bowling Club - Wall repairs	12,000	0	0	0
0	Arbroath Gold Club - Constitutional change	10,000	0	0	0
0	Arbroath Tennis Club - Development contribution	10,000	0	0	0
0	Webster Theatre - Annual rhone / gutter cleaning	0	5,000	5,000	5,000
0	Ruxton memorial - Clean & paint	0	700	0	0
0	West Links - Outdoor fitness provision	0	40,000	0	0
81,474	Total Expenditure	136,913	115,294	74,594	74,594
	<u>Income</u>				
83,129	Rents	83,129	91,429	91,429	91,429
7,200	Interest on Loans & Investments	6,150	6,200	6,200	6,200
90,329	Total Income	89,279	97,629	97,629	97,629
8,855	Net Income / (Deficit) Arbroath	(47,634)	(17,665)	23,035	23,035

BRECHIN COMMON GOOD ACCOUNT
REVENUE BUDGET 2016/17

Actual 2014/15 £		Adjusted Budget 2015/16 £	Budget 2016/17 £	Budget 2017/18 £	Budget 2018/19 £
	<u>Expenditure</u>				
	<u>Upkeep of Property</u>				
3,810	Rates	1,100	1,100	1,100	1,100
1,816	Insurance	1,900	1,900	1,900	1,900
1,420	Repairs & Maintenance	5,000	5,000	5,000	5,000
358	Other Property Expenses	100	100	100	100
	<u>Supplies & Services</u>				
2,235	Other Supplies & Services	3,500	0	0	0
	<u>Administrative Costs & Third Party Payments</u>				
0	Other Administrative Expenses	1,000	1,000	1,000	1,000
8,018	<u>Central Support Services</u>	8,250	8,250	8,250	8,250
	<u>Specific Projects</u>				
13,774	City Hall - External paint & repairs	0	0	0	0
12,900	Mechanics Institute - External stone work	0	0	0	0
47,000	Distillery Road / Smithbank - Upgrade surface	0	0	0	0
43	Shop, 13 Swan Street - Shop frontage	3,957	0	0	0
3,587	The Den - Replace steps	21,413	0	0	0
1,851	Shop, 50a & Store 50a High Street - Roof & timber work	34,149	0	0	0
17,361	ACCESS Office - Improvements	35,000	0	0	0
6,095	Former Fire station, Southesk Street - External repairs	8,905	0	0	0
1,370	Inch Park - Paint pipe band hut , store and hut	130	0	0	0
0	Shop & Store, 13 St Ninian's Place - Replace WC and heater	600	0	0	0
0	5,7,9,11 & 13 Swan Street - Replace cold water feed pipes	16,126	0	0	0
0	Office, 5 Swan Street - External repaint	6,000	0	0	0
0	Shop, 11 Swan Street - Shop frontage	4,000	0	0	0
0	Brechin City Hall - Window replacement @ 6, Lesser Hall	15,000	0	0	0
0	Town House & Museum - Exterior paint (incl. clock & tower)	8,000	0	0	0
0	Car park @ Brechin park	9,060	0	0	0
0	Footpath repairs at Cross key Close	250	0	0	0
0	Stage power @ City hall	1,700	0	0	0
0	Shop, 50a & store 50a High Street - External repaint	1,300	0	0	0
0	7 Swan St. - External paint and repair	0	1,500	0	0
0	Mechanics Institute - External paint & repair	0	20,000	0	0
121,638	Total Expenditure	186,440	38,850	17,350	17,350
	<u>Income</u>				
62,645	Rents	59,275	65,175	65,175	65,175
5,196	Interest on Loans & Investments	5,482	5,500	5,500	5,500
67,841	Total Income	64,757	70,675	70,675	70,675
(53,797)	Net Income / (Deficit) Brechin	(121,683)	31,825	53,325	53,325

FORFAR COMMON GOOD ACCOUNT
REVENUE BUDGET 2016/17

Actual 2014/15 £		Adjusted Budget 2015/16 £	Budget 2016/17 £	Budget 2017/18 £	Budget 2018/19 £
	<u>Expenditure</u>				
	<u>Upkeep of Property</u>				
1,223	Repairs & Maintenance	10,000	10,000	10,000	10,000
1,529	Other Property Costs	1,500	1,500	1,500	1,500
	<u>Supplies & Services</u>				
0	Other Supplies & Services	5,000	0	0	0
	<u>Administrative Costs & Third Party Payments</u>				
380	Other Administrative Expenses	1,000	1,000	1,000	1,000
8,018	<u>Central Support Services</u>	8,250	8,250	8,250	8,250
	<u>Specific Projects</u>				
8,567	Weaver's Walk - Soakaway	0	0	0	0
2,000	Small Bore Rifle Club	0	0	0	0
351	Andrew Smyth Memorial Fund - Contribution	0	0	0	0
767	Forfar in Flower - Contribution	0	0	0	0
2,500	Forfar Foodbank - Contribution	0	0	0	0
20,000	Strathmore Rugby Club	0	0	0	0
7,443	Forfar Steeple - Repairs & Paint Clock Face	747	0	0	0
2,554	Town & County Hall - External paint and repairs	1,946	0	0	0
5,160	Myre car park - Electricity works upgrade	14,840	0	0	0
693	Balmashanner Park - Replace gates	72	0	0	0
1,200	Christmas Lighting Displays	1,200	1,200	1,200	1,200
0	Shelters @ Forfar loch	5,000	0	0	0
0	Reid Park - Land Upgrade & Car Parking	20,000	0	0	0
0	Don Memorial - Clean and repair	270	0	0	0
0	Reid Hall - Redevelopment phase 1	200,000	0	0	0
0	Forfar Dramatic Society	31,483	0	0	0
0	Town & County Hall - Masonry repairs	2,000	0	0	0
0	Balmashanner Monument - Repaint	12,125	0	0	0
0	Reid Hall - Redevelopment phase 2	100,000	0	0	0
0	Synthetic Pitch contribution FACC	0	100,000	0	0
0	County Buildings - Car park resurfacing	0	65,000	0	0
0	Buttermarket toilets - external / internal repaint	0	1,500	0	0
62,385	Total Expenditure	415,433	188,450	21,950	21,950
	<u>Income</u>				
86,864	Rents	86,540	95,040	95,040	95,040
13,847	Interest on Loans & Investments	6,457	6,400	6,400	6,400
100,711	Total Income	92,997	101,440	101,440	101,440
38,326	Net Income / (Deficit) Forfar	(322,436)	(87,010)	79,490	79,490

KIRRIEMUIR COMMON GOOD ACCOUNT
REVENUE BUDGET 2016/17

Actual 2014/15		Adjusted Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
£		£	£	£	£
	<u>Expenditure</u>				
	<u>Upkeep of Property</u>				
0	Repairs & Maintenance	0	0	0	0
	<u>Administrative Costs & Third Party Payments</u>				
380	Other Administrative Expenses	0	0	0	0
0	<u>Central Support Costs</u>	0	0	0	0
	<u>Specific Projects</u>				
0	Christmas Lighting Displays	0	0	0	0
<u>380</u>	Total Expenditure	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<u>Income</u>				
46	Interest on Loans & Investments	50	50	50	50
<u>46</u>	Total Income	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>
<u>(334)</u>	Net Income Kirriemuir	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>

MONTROSE COMMON GOOD ACCOUNT
REVENUE BUDGET 2016/17

Actual 2014/15 £		Adjusted Budget 2015/16 £	Budget 2016/17 £	Budget 2017/18 £	Budget 2018/19 £
	<u>Expenditure</u>				
	<u>Upkeep of Property</u>				
0	Insurance	568	568	568	568
1,444	Repairs & Maintenance	2,550	2,550	2,550	2,550
1,626	Other Property Expenses	1,500	1,500	1,500	1,500
	<u>Supplies & Services</u>				
855	Other Supplies & Services	6,000	1,000	1,000	1,000
	<u>Administrative Costs & Third Party Payments</u>				
0	Other Administrative Expenses	250	250	250	250
8,018	<u>Central Support Services</u>	8,250	8,250	8,250	8,250
	<u>Specific Projects</u>				
334	Traill Pavilion - External repaint and joinery repairs	0	0	0	0
3,243	Montrose Steeple - paint/gild clock faces & masonry repairs	0	0	0	0
2,655	William Lamb Studio - Running Costs	3,000	3,000	3,000	3,000
0	Steps at Bridget Street closure	1,000	0	0	0
0	Eask Links - targeted protection works	25,000	0	0	0
0	Montrose Tennis Club	5,000	0	0	0
0	Mermaids (lighting columns)	3,754	0	0	0
0	Rossie Isle - Path restatement	15,000	0	0	0
0	Melville Pavilion - Paint & repair	5,000	0	0	0
0	Hope Paton - Monument floodlight repair	11,000	0	0	0
0	Fountain, High Street - Clean	200	0	0	0
0	Hope Paton Bowling Club - Ground leveling work	0	2,000	0	0
0	Scott's Park fountain - Clean & repair	0	800	0	0
<u>18,175</u>	<u>Total Expenditure</u>	<u>88,072</u>	<u>19,918</u>	<u>17,118</u>	<u>17,118</u>
	<u>Income</u>				
62,280	Rents	61,960	68,160	68,160	68,160
2,912	Interest on Loans & Investments	3,045	3,000	3,000	3,000
1,077	Repayment of External Loans	796	498	180	0
<u>66,269</u>	<u>Total Income</u>	<u>65,801</u>	<u>71,658</u>	<u>71,340</u>	<u>71,160</u>
<u>48,094</u>	<u>Net Income / (Deficit) Montrose</u>	<u>(22,271)</u>	<u>51,740</u>	<u>54,222</u>	<u>54,042</u>

COMMON GOOD ACCOUNTS

REVENUE BUDGET 2016/17

SUMMARY OF NET INCOME AND ESTIMATED BALANCES

	Minimum Revenue Account Balance £	Opening Revenue Balance at 01/04/15 £	Estimated Net Income/ (Deficit) for 2015/16 £	Estimated Closing Revenue Balance at 31/03/16 £	Estimated Net Income/ (Deficit) for 2016/17 £	Estimated Closing Revenue Balance at 31/03/17 £	Estimated Closing Revenue Balance at 31/03/17 v Minimum Revenue Account Balance £	Estimated Closing Revenue Balance at 31/03/18 £	Estimated Closing Revenue Balance at 31/03/19 £
ARBROATH	300,000	651,829	(47,634)	604,195	(17,665)	586,530	286,530	609,565	632,600
BRECHIN	200,000	604,338	(121,683)	482,655	31,825	514,480	314,480	567,805	621,130
FORFAR	300,000	838,701	(322,436)	516,265	(87,010)	429,255	129,255	508,745	588,235
KIRRIEMUIR	1,000	6,873	50	6,923	50	6,973	5,973	7,023	7,073
MONTRöse	100,000	409,340	(22,271)	387,069	51,740	438,809	338,809	493,031	547,073
		<u>2,511,081</u>	<u>(513,974)</u>	<u>1,997,107</u>	<u>(21,060)</u>	<u>1,976,047</u>	<u>1,075,047</u>	<u>2,186,169</u>	<u>2,396,111</u>

CONSOLIDATED REVENUE BUDGET 2016/17

Actual 2014/15 £		Adjusted Budget 2015/16 £	Budget 2016/17 £	Budget 2017/18 £	Budget 2018/19 £
	Expenditure				
	Upkeep of Property				
3,810	Rates	1,100	1,100	1,100	1,100
4,432	Insurance	5,084	5,084	5,084	5,084
8,284	Repairs & Maintenance	20,100	20,100	20,100	20,100
3,513	Other Property Expenses	3,100	3,100	3,100	3,100
<u>20,039</u>		<u>29,384</u>	<u>29,384</u>	<u>29,384</u>	<u>29,384</u>
	Supplies & Services				
3,470	Other Supplies & Services	17,500	1,000	1,000	1,000
<u>3,470</u>		<u>17,500</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>
	Administrative Costs & Third Party Payments				
760	Other Administrative Expenses	3,250	3,250	3,250	3,250
<u>760</u>		<u>3,250</u>	<u>3,250</u>	<u>3,250</u>	<u>3,250</u>
32,071	Central Support Services	33,000	33,000	33,000	33,000
227,712	Specific Projects	743,724	295,878	64,378	64,378
<u>284,052</u>	Total Expenditure	<u>826,858</u>	<u>362,512</u>	<u>131,012</u>	<u>131,012</u>
	Income				
294,918	Rents	290,904	319,804	319,804	319,804
29,201	Interest on Loans & Investments	21,184	21,150	21,150	21,150
1,077	Repayment of External Loans	796	498	180	0
<u>325,196</u>	Total Income	<u>312,884</u>	<u>341,452</u>	<u>341,134</u>	<u>340,954</u>
<u>(41,144)</u>	Total Net Income / (Deficit): All Common Good Fur	<u>513,974</u>	<u>21,060</u>	<u>(210,122)</u>	<u>(209,942)</u>