

ANGUS COUNCIL

**POLICY AND RESOURCES COMMITTEE – 15 MARCH 2016
SCRUTINY AND AUDIT COMMITTEE – 19 APRIL 2016**

TRANSFORMING ANGUS: PROGRAMME UPDATE

REPORT BY THE STRATEGIC DIRECTOR – RESOURCES

ABSTRACT

This report provides a progress update in relation to the Council's Transforming Angus change programme.

1. RECOMMENDATIONS

It is recommended that the Policy and Resources Committee:

- (i) considers the update in relation to the various aspects of the Council's Transforming Angus change programme.

It is recommended that the Scrutiny and Audit Committee:

- (ii) scrutinises the update in relation to the various aspects of the Council's Transforming Angus change programme, including the financial update in relation to the Transforming Angus Change Fund.

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

- 2.1 The outcomes associated with this report will contribute to the Angus Community Plan and Single Outcome Agreement 2013 - 2016 by underpinning the projects identified through the Council Plan 2014 – 2017 and Transforming Angus change programme.

3. BACKGROUND

- 3.1 Reference is made to Report 401/15, considered by the Policy and Resources Committee at its meeting on 13 October 2015. That report provided the previous progress update in relation to the Council's Transforming Angus (TA) change programme.

4. GOVERNANCE ARRANGEMENTS UPDATE

4.1 Governance Structure

- 4.1.1 An update to the TA governance structure is included in Appendix 1 of this report.
- 4.1.2 The governance structure has been refined to provide clarity between programme and project level initiatives, within the scope of the overall change portfolio.

4.2 Transforming Angus – Governance (Internal Audit Report 14-24)

- 4.2.1 There has been good progress in completing the various actions identified during the original TA Governance audit, with only one action remaining. That action (with level 2 status) will address the effectiveness of the TA governance arrangements which have been established through an independent review and is required to be completed by 30 June 2016.

5. TRANSFORMING ANGUS PROGRAMME/ PROJECT UPDATES

5.1 Progress Overview

- 5.1.1 TA Programme initiatives have continued to make good progress since the last update report to the Policy and Resources committee on 13 October 2015.
- 5.1.2 The latest TA Highlight Report for all the current TA Programme and Project initiatives is included in Appendix 2 of this report. It is now a dashboard style report to highlight 'progress against plan' reflecting the key stages of the TA programme governance model.
- 5.1.3 An overview of specific 'headline' progress is included in the following table:

TA Programme	Progress Overview
Angus Digital	<ul style="list-style-type: none">Accountability for the Angus Digital Strategy & associated roadmap implementation has been allocated to the appropriate Programme Boards to enable the progression of specific initiatives related to their programmes.
Improved Customer Experience	<ul style="list-style-type: none">As part of the Council's Channel Shift programme, a report to full Council, at its meeting on 24 March 2016, will provide proposals for alternatives to cash payments.Good progress with increasing online capability for Access office top ten transactions, including online payment of invoices, pest control requests, kerbside recycling services and bulky household waste.
Improved Business Process	<ul style="list-style-type: none">The Council agreed to 'Go-Live' with Angus Alive on 1 December 2015 (Report 410/15 refers) and this was duly achieved.Improving internal efficiencies as part of the Help to Live at Home programme will see new work scheduling and rota systems being implemented from 4 April 2016.The Outline Business Case for the Procurement Review programme was approved by full Council on 11 February 2016 (Report 49/16 refers).
Agile Working/ Estates Review	<ul style="list-style-type: none">The Outline Business Case for the Agile Working/ Estates Review programme was approved by full Council on 10 December 2015 (Report 480/15 and 481/15 refer).

5.2 Benefits Management

- 5.2.1 Benefits to be realised from the TA Programme require to be identified and managed throughout the life cycle of each initiative by adopting good practice, including consistency of approach. The TA governance model has this practice built-in and reporting arrangements are being developed to ensure members are up-to-date with this information.
- 5.2.2 At the early stages of each initiative, the potential benefits are identified and members may recall that this information has been included in the various business cases that have been considered by the Council to date (e.g. for Angus Alive, Help to Live at Home, Passenger Transport, Agile Working/ Estates Review and Procurement Review).
- 5.2.3 Business case development includes making key assumptions and 'metrics' that require to be achieved in order for the business case viability to be sustained throughout the life cycle of the change. Accordingly, good project management is essential to track those assumptions to ensure they are controlled and delivered. In some cases benefits may only be realised beyond the end of the delivery phase of a change initiative and therefore management of benefits will continue as part of the arrangements for returning to 'business as usual'.
- 5.2.4 While financial benefits tend to be a critical aspect of most change initiatives, benefits will generally fall into the following main categories:
- Economic (e.g. cashable and non-cashable financial benefits);
 - Efficiencies (e.g. improvement to productivity/ performance); and
 - Effectiveness (e.g. compliance with new legislation/ good industry practice).

As an example, members may wish to refer to the range of benefits to be realised from the Agile Working/ Estates Review programme, which was included in Appendix 1 of Report 480/15.

- 5.2.5 As part of the Help to Live at Home (HLH) programme initiative, the Council's Strategic Partner (EY) has developed a benefits realisation tool which is being utilised for reporting on progress to the HLH Programme Board. The base architecture of the benefits realisation tool is included in Appendix 3 to give members an outline of its nature.
- 5.2.6 It is intended that a similar approach will be introduced to support the management of the various other programme initiatives included within the overall TA portfolio. It is anticipated that some further specialist support from EY may be required to support this development work which is a new approach for Council officers, but critical to provide assurance around delivery.
- 5.2.7 While relevant information on the full range of financial and non-financial benefits from each initiative will be reported to members in due course, the following table provides an overall summary of the indicative financial benefits that have been included in the various business cases considered to date.

Programme/ Project	Before Investment Costs	After Investment Costs
Culture and Leisure Trust*	£4,485,000	£2,562,000
Help to Live At Home*	£13,744,921	£12,909,638
Passenger Transport*	£8,567,698	£4,236,169
Procurement Review*	£10,030,000	£8,617,000
Agile and Estates	£12,495,738	£9,770,638
Overall Total	£49,323,357	£38,095,445

* Denotes programmes in which EY have been involved

- 5.2.8 The Culture and Leisure Trust costs reflect the prudent scenario detailed in the Final Business Case.
- 5.2.9 These overall financial savings ranging from c£38m to c£49m represent the cumulative position as these programmes start to progress and deliver benefits over the next 5-year period up to and including financial year 2020/21, and will result in ongoing annual savings of c£15.3m in comparison to current budget.
- 5.2.10 This information, along with the impact of other related initiatives being progressed, is being utilised to help assess the future years' budget position. This will inform the need to examine the required scope of further initiatives to address any anticipated budget shortfall to ensure the sustainability of essential Council services.

6. IMPROVEMENT PANEL UPDATE

6.1 TA Programme Office

- 6.1.1 TA Programme Definition Document: members may recall from Report 401/15 that the TA Programme Board agreed to initiate consultation with members of the Council Management Team. That has now been concluded and the TA Programme Board has agreed to progress with the TA Programme Definition Document (v1). It has also agreed with a proposed role for the Improvement Panel (see below); and that the Service Manager (TA) attends the appropriate services' management team meetings to present the agreed approach.
- 6.1.2 The role of the Improvement Panel will include adopting a pro-active approach to assessing, co-ordinating and prioritising any new change initiatives as part of the overall TA governance

arrangements. This approach will provide appropriate support and advice for the TA Programme Board so that it can maintain strategic oversight to support transformational change activity across the organisation. Where required, the Improvement Panel will also seek support from members of the Council Management Team to discharge this function.

6.2 Corporate Improvement

- 6.2.1 The Corporate Improvement Team has embedded the TA governance arrangements within the Covalent performance management tool and is working with the TA Programme Lead officers to fully populate the system. Consideration is being given how best to present this performance information to the various boards and governance groups, which will allow progress to be monitored and scrutinised, while also enabling decisions to be based on accurate and timely information. Various options are available, including the development of a portal page on Covalent.
- 6.2.2 Meetings have taken place with members of the Corporate Improvement Team and relevant business unit officers within each of the Directorates, to agree a way forward in terms of administering Covalent and fulfilling training requirements for users to ensure the capability of the system is used to maximise benefits.
- 6.2.3 The position with ongoing Service Reviews is being co-ordinated as part of the management of the overall TA portfolio. This is to ensure there is a holistic picture of all transformational change activity across the organisation, to ensure that key factors such as prioritisation, making best use of finite resources and dependency management are part of informed decision making.
- 6.2.4 The Corporate Improvement Team is continuing to engage with services in all Directorates to agree the most appropriate approach to carrying out self- assessment. Areas of work identified from this self-assessment process may provide the genesis for new initiatives (i.e. by identifying areas for improvement), which may in due course progress into and be managed through the TA business change process.
- 6.2.5 Staff are also being engaged in improvement work relating to identifying future savings opportunities through adopting new ways of working. This development work is in part being supported by Organisational Development colleagues through using, for example, 'Social Studios', where staff have the opportunity to co-create and develop innovative solutions to support service improvement.

6.3 DELTA Lean

- 6.3.1 In the last quarter, DELTA Lean has been concentrated on development and capacity building, which has:
- Successfully trained and certified 22 new Yellow Belts, 20 in Communities and 2 in the Chief Executives Unit;
 - Completed the "CANDO" Agile DELTA module which links the DELTA lean work to the Agile Working programme, providing a toolkit for services moving to Agile to work through;
 - Drafted a further 9 modules/ toolkits for use across the Council and delivered a number of presentations to interested groups within the Council;
 - Delivered the Rapid Improvement Event on recruitment in secondary schools;
 - Commenced the Communities DELTA programme with a review of Performance Management;
 - Developed a customer journey mapping process which is being tested as part of a piece of work for the Customer Care Scrutiny Panel;
 - Presented to the scrutiny mini review panel on DELTA and the customer; and
 - Allocated a lead from the DELTA matrix team to support the specialist Agile project support team.
- 6.3.2 There are now a number of emerging requests to obtain support from the DELTA programme, both from the Transforming Angus programmes and from specific requests from Directorates. Resourcing the delivery of DELTA reviews in an appropriate manner to maximise the potential opportunities and associated benefits is currently being considered by the Council's Executive Management Team.

6.4 Organisational Development

- 6.4.1 Delivery of the organisational development plan to support transformational change within the organisation is continuing and includes:
- The leadership programme for middle managers: feedback from participants is very positive, with cohort one now completed (18 managers), cohorts two and three are underway (40 managers), and cohort four will start in April 2016 (24 managers). The aims of the programme are to increase understanding of the Transforming Angus change programme, help build momentum for change, including skills and confidence to deliver change, and to support managers to enhance performance in their teams and services;
 - Support for individuals and teams to develop their skills to derive greater benefits from the use digital technologies is being offered, with workshops commencing in September 2015 and a total of 72 people attending to date; and
 - Programme and project management: training courses reflecting material in relation to the Council's project governance model have begun, with 2 courses now completed (29 officers), and a further course will take place in March 2016. Training in relation to OGC's Prince 2 and MSP programmes will run during March 2016.
- 6.4.2 In addition, the Leadership Forum is developing into a positive forum for senior managers to engage, collaborate and share leadership experience across Council services. It is emerging into a network that supports and encourages collective behaviour reflecting the Council's values, while developing a more coherent Council 'team' that has confidence and vision for the future.

7. TA COMMUNICATIONS STRATEGY

- 7.1 The Space for Success (SfS) staff engagement programme is underway. The 2-day event (3/4 February), staged at the Reid Hall Forfar and online, supported by sponsorship from key partners, showcased key TA programmes (Agile, Digital, Help to Live at Home) and hosted a range of engagement/ change events for all staff. In addition, the event incorporated a leadership forum cultural change workshop and a celebration of our success, recognising the contribution individual staff/ teams across the organisation make to our transformational change agenda. The SfS staff engagement programme continues to illustrate change achieved and initiatives that are in progress.
- 7.2 TA internal/ external communications for specific projects and programmes continues. Significant focus is on internal communications to improve understanding and engagement and to ensure the Council fulfils its Managing Workforce Change undertakings. The key areas of work at present are the Help to Live at Home and Agile programmes.
- 7.3 The TA area on the intranet is being redesigned to provide access to core documents, case studies and short film content for each of the four TA work-streams – Agile (mini-site is live), Business Processes, Customer Experience and Digital. The target date for completion is 31 March 2016, with updates thereafter.
- 7.4 Communication strategies are in place for the overall programme, Angus Agile and Help to Live at Home. The accompanying communications plans are being developed in conjunction with the emerging project plans. The strategies/ plans will be published by 31 March 2016 as part of the intranet redesign. The Angus Alive communication strategy/ plan was completed in December 2015.

8. STRATEGIC PARTNER

- 8.1 Members may recall Report 401/15 provided an update in relation to the scope of services that the Council commissioned EY to progress across a number of projects, amounting to a total cost of £390,263.
- 8.2 EY have since been commissioned to provide specialist tax advice to ensure the Council maximises potential benefits from the establishment of the Culture & Leisure Trust (£8,308); specialist support in relation to the planning of organisational change (£3,260); and project assurance/ specialist advice to support the next phase of the Procurement Review programme (£24,020), resulting in a total of £35,588.

8.3 The total costs of all the services commissioned from EY to date, together with a brief summary of the scope of service, are summarised in the following table:

Programme/ Project	Summary Scope of Service	HLH	CLT	PT	IIG	PR	OC	Cost
Help to Live at Home (HLH)	Develop Outline Business Case	£74,240						£74,240
Passenger Transport (inc. green fleet) (PT)	Develop Outline Business Case			£61,550				£61,550
Cultural & Leisure Delivery Model Options (CLT)	Develop Outline Business Case		£65,608					£65,608
Income Investment & Growth (IIG)	In development							£0
Cultural & Leisure Trust (CLT)	Specialist advice and support to deliver implementation and realise maximum benefits		£64,653					£64,653
Procurement Review (PR)	Project assurance and specialist advice					£33,940		£33,940
Passenger Transport and Help to Live at Home (PT/ HLH)	Specialist advice and support to 'Start-Up' implementation phase	£32,160						£32,160
Help to Live at Home (HLH)	Specialist advice to support initial implementation phase to 31 March 2017	£66,420						£66,420
Organisational Change (OC)	Specialist advice to support organisational change (subject to TA Programme Board approval)						£3,260	£3,260
Procurement Review (PR)	Project assurance and specialist advice					£24,020		£24,020
Total Cost of Commissions to Date		£172,820	£130,261	£61,550	£0	£57,960	£3,260	£425,851

8.4 Members may recall from Report 200/14, that Procurement Authority for potentially £900k over 3 years was approved for the provision of EY services. The current total is c£426k, which is c£474k within that approved limit of £900k. This currently represents around 47% of that limit since EY's selection in August 2014.

8.5 The potential benefits to be realised from the programmes that EY have been involved, are identified in section 5.2.7 above.

9. FINANCIAL IMPLICATIONS

9.1 Overall Transforming Angus Change Fund Position

9.1.1 The overall TA Change Fund currently amounts to £3.696m, including £1.888m from General Fund Reserves (i.e. £1.393m Opening fund balance, plus £0.495m carry forward from 2014/15).

9.1.2 Based on the base projected expenditure position for 2015/16 (£0.811m), 2016/17 (£0.504m) and 2017/18 (£0.379m), the projected balance for the TA Change Fund will amount to £2.002m at the end of financial year 2017/18.

9.1.3 This includes the £904,000 addition to the TA Change Fund from the 2016/17 budget setting process, but currently excludes the £250,000 potential addition for 2017/18, which is referred to in the Council's Medium Term Financial Strategy.

9.1.4 Projected expenditure is based on known commitments at this stage and this is summarised in the following table (Appendix 4 also refers).

TA Change Fund Summary	£m
General Fund Reserves (and 2014/15 c/fwd)	1.888
2015/16 Budget Allocation	0.904
2016/17 Budget Allocation	0.904
Total TA Change Fund	3.696
Less Projected Expenditure:	
2015/16	0.811
2016/17	0.504
2017/18	0.379
Remaining TA Change Fund Balance	2.002

9.1.5 It is also noted that actual spend from the TA Change Fund in 2014/15 was £0.426m.

9.2 TA Change Fund: Potential Investment Demands

9.2.1 The updated position with Potential Investment Demands emerging from the various TA Programme initiatives are detailed in the following table.

TA Programme Initiative	Description	Indicative Cost £m
Potential Future EY Support	Potential EY fees to support other aspects of the TA Programme (balance between £900k approved limit and current commitments)	0.474
Resources Review	Potential funding to support outcome of in-house resources review (after 2015/16 budget carry forward approvals)	0.143
Total indicative Cost		0.617

9.2.2 Although only indicative at this time, the above table highlights a Potential Investment Demand of £0.617m, in comparison to the projected balance in the TA Change Fund amounting to £2.002m, resulting in headroom of £1.385m.

10. OTHER IMPLICATIONS

10.1 Risks

10.1.1 There is a significant risk to the Council if the TA programme does not realise the savings benefits that have been identified as part of the business case process (section 5.2.7 refers), which are being relied on to assist the Council live within its available budget.

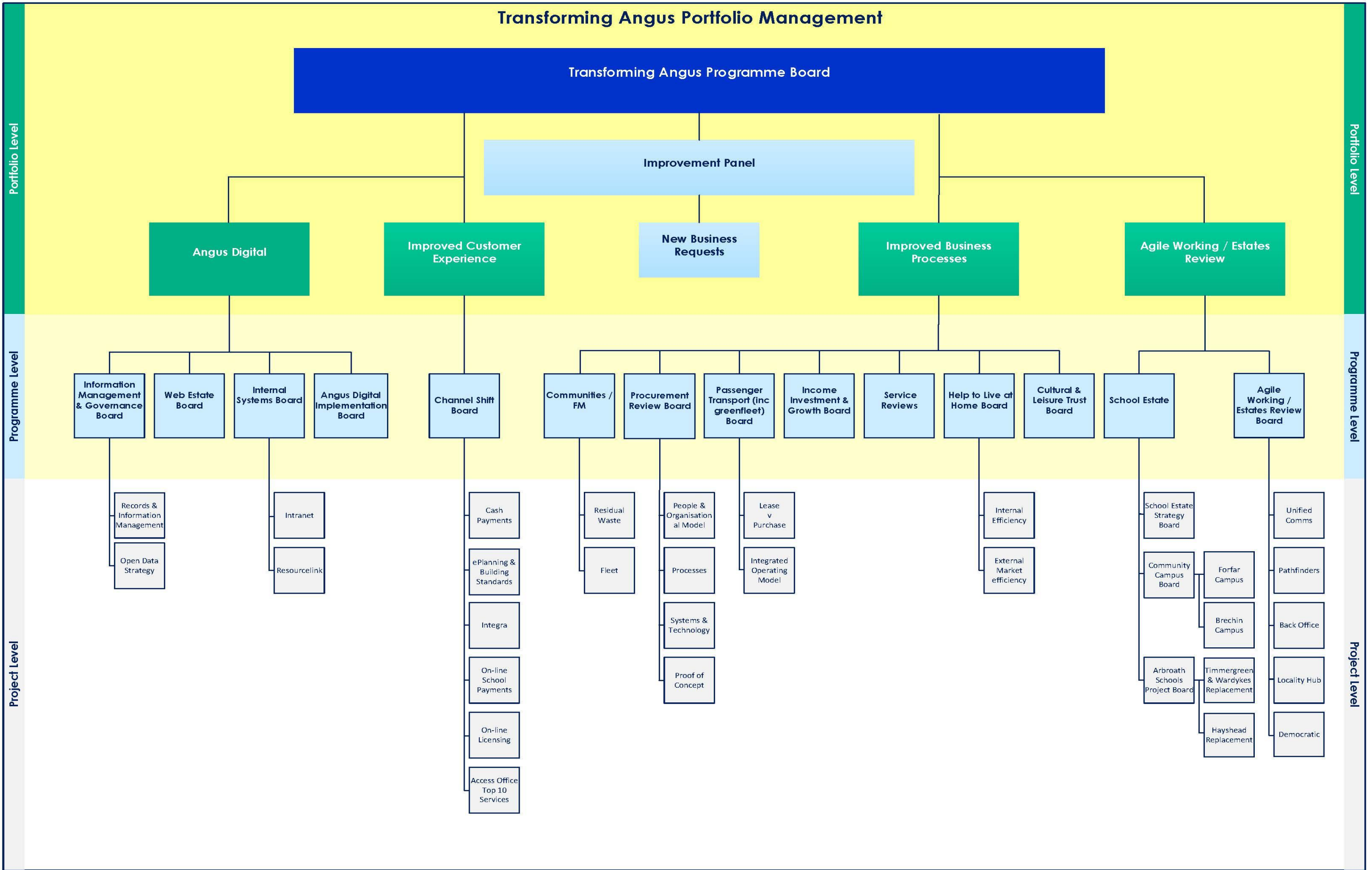
10.1.2 While this risk is being actively managed by the relevant programme/ project boards and also by the TA Board to ensure that control measures to mitigate this risk are in place and being actioned, it should be stressed that it is imperative there is continued commitment and focus to attain these benefits, in order to deliver on the council's financial strategy and service improvement aspirations.

10.1.3 This is not only in the context of implementing robust project management arrangements, but also in terms of ensuring there is full organisational understanding and commitment to support the TA change programme which is being utilised as the primary vehicle for delivering the changes required to achieve a balanced budget.

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

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Transforming Angus Portfolio Management












TRANSFORMING ANGUS PORTFOLIO: HIGHLIGHT REPORT

POSITION AS AT 22 JANUARY 2016: FOR TA PROGRAMME BOARD MEETING 29 JANUARY 2016

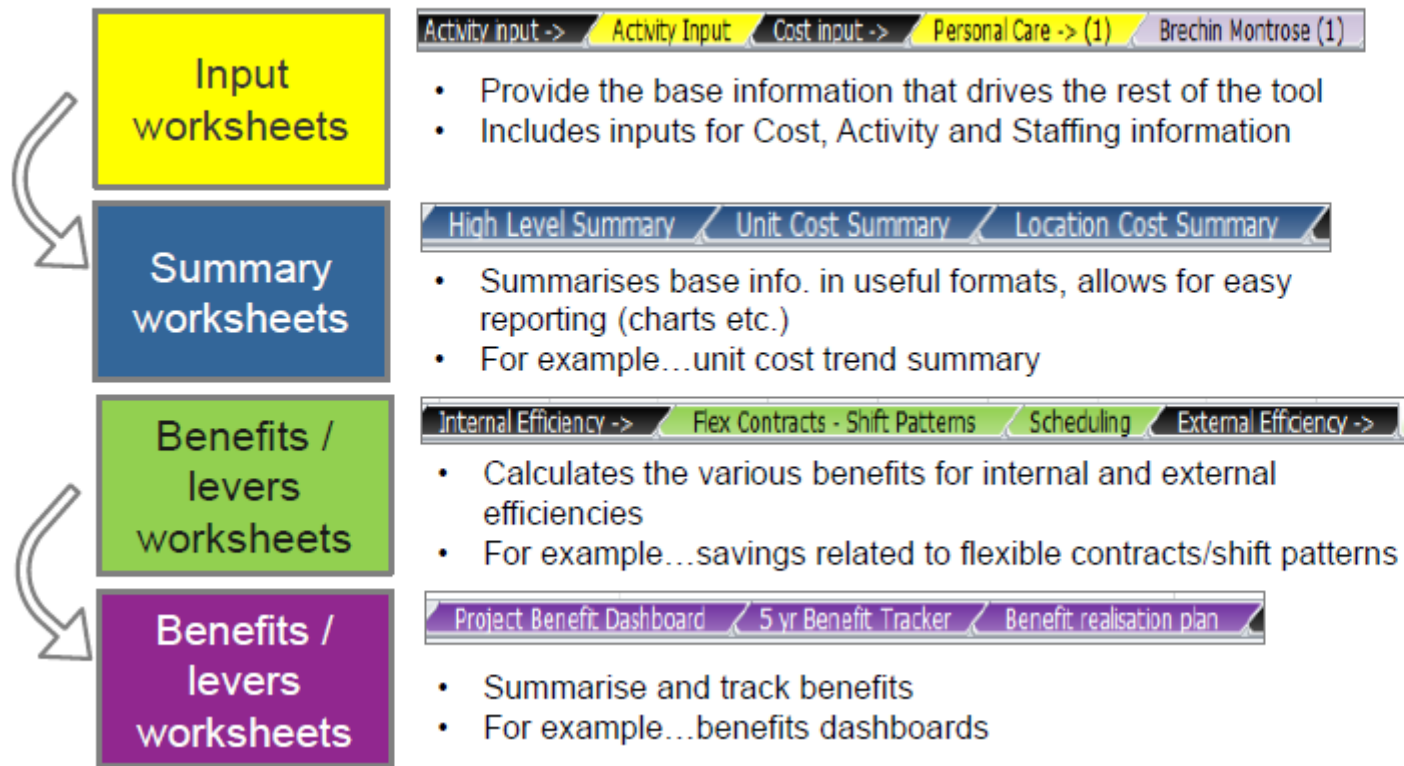
'Progress against Plan' Status		 Completed  In Progress  Unassigned  Overdue  Cancelled						
TA Portfolio Initiative	Programme/ Project	Current Life Cycle Stage from Governance Model	Progress Against Plan		Barriers to Progress/Exceptions (include reasons for any red or amber status)	Key Dependencies (from same or other Programmes/ Projects)	SRO	Programme/ Project Manager
			Status	% age Progress				
Angus Digital	Angus Digital Implementation	Programme Management & Benefit Realisation		5%		Channel Shift programme	Mark Armstrong	Jonny Cormie
	Web Estate	Post Project Benefit Realisation		100%		Channel Shift programme	Gordon Cargill	Jenni Amos
	Information Management & Governance	Define the Programme		35%		Internal Systems programme Agile Working/ Estates Review programme Channel Shift programme	Sheona Hunter	Jonny Cormie
	Information Management & Governance/Records & Information Management	Project Initiation		5%		As Programme level	Sheona Hunter	Angela Dunlop
	Information Management & Governance/Open Data Strategy	Project Initiation		5%		As Programme level	Sheona Hunter	Angela Dunlop
	Internal Systems	Define the Programme		25%		Information Management & Governance programme	Sharon Faulkner	Jonny Cormie
	Internal Systems/Intranet	Project Initiation		30%		As Programme level	Sharon Faulkner	[Steve Leslie]
	Internal Systems/Resource link	Project Management		20%		As Programme level	Sharon Faulkner	Ron Milne

Improved Customer Experience	Channel Shift	Define the Programme		5%		Angus Digital Implementation programme Web Estate programme Agile Working/ Estates Review programme	Ian Lorimer	Jonny Cormie
	Channel Shift/Cash Payments	Project Management		10%		As Programme level	Ian Lorimer	Sheila Petrie
	Channel Shift/ePlanning & Building Standards	Project Management		20%		As Programme level	Ian Lorimer	Len Murray
	Channel Shift/Integra	Project Management		30%		As Programme level	Ian Lorimer	Steven Mill
	Channel Shift/Online School Payments	Project Startup		5%		As Programme level	Ian Lorimer	Craig Smith
	Channel Shift/Online licensing	Project Startup		5%		As Programme level	Ian Lorimer	Jonny Cormie
	Channel Shift/Access Office Top 10 Services	Project Management		50%		As Programme level	Ian Lorimer	Jonny Cormie
Improved Business Processes	Culture & Leisure Trust	Project Closure		50%	Project closure governance to be established Lessons Learned workshop being organised	Libraries & ACCESS Office Integration Service Review Angus Digital programme	Alan McKeown	Stewart Ball
	Communities/Fleet project	Project Management		80%			Stewart Ball	N/A
	Communities/Residual waste	Project Management		60%			Stewart Ball	Lisa Dallas/ Craig Wilson
	Help to Live at Home	Programme Management & Benefit Realization		20%		Health & Social Care Integration Procurement Review Passenger Transport	George Bowie	Jerry Forteath
	Help to Live at Home/Internal Efficiency	Project Management		30%	Internal project lead officer to be appointed Jan 2016. 12 week notice period until new working arrangements operational (04.04.16)	Health & Social Care Integration priorities (e.g. reducing delayed discharges)	Jerry Forteath	TBC
	Help to Live at Home/External Market Efficiency	Project Initiation		20%		Cooperation of external care providers and supply of external care services	Jerry Forteath	Jamie Aitchison
	Passenger Transport (inc.	Programme Management &		25%		Health & Social Care Integration Procurement Review	Les Hutchinson	Ian Cochrane

	green fleet)	Benefit Realization				Help to Live at Home		
	Passenger Transport (inc. green fleet)/Integrated Operating Model	Project Management		25%		Help to Live at Home Procurement Review	Les Hutchinson	Ian Cochrane
	Passenger Transport (inc. green fleet)/Lease v Purchase	Project Initiation		5%		Help to Live at Home Procurement Review	Les Hutchinson	Ian Cochrane
	Procurement Review	Define Programme		10%	Identify Programme stage completed	Angus Digital Implementation programme Internal Systems Culture & Leisure Trust (impact of procurement requirements) Help to Live at Home (impact of procurement requirements)	Ian Lorimer	Mark Allan
	Procurement Review/People & Organisational Model	Project Startup		0%		As Programme level	Ian Lorimer	Mark Allan
	Procurement Review/Processes	Project Startup		0%		As Programme level	Ian Lorimer	Mark Allan
	Procurement Review/Systems & Technology	Project Startup		0%		As Programme level	Ian Lorimer	Mark Allan
	Procurement Review/Proof of Concept	Project Startup		0%		As Programme level	Ian Lorimer	Mark Allan
	Income, Investment & Growth	Identify Programme		0%		As Programme level	Richard Stiff	TBC
Agile Working/ Estates Review	Agile Working/Estates Review Board	Programme Management & Benefit Realization		10%		Angus Digital Implementation Internal Systems Records & Information Management	Gordon Cargill	Malcolm Cameron
	Agile working/Estates Review Board/Unified Comms	Project Initiation		15%		As Programme level	Gordon Cargill	Malcolm Cameron

Agile working/Estates Review Board/Pathfinders	Project Management		95%		As Programme level	Gordon Cargill	Malcolm Cameron
Agile working/Estates Review Board/Back Office	Project Startup		20%		As Programme level	Gordon Cargill	Malcolm Cameron
Agile working/Estates Review Board/Locality Hub	Project Startup		10%		As Programme level	Gordon Cargill	Malcolm Cameron
Agile working/Estates Review Board/Democratic	Project Startup		5%		As Programme level	Gordon Cargill	Malcolm Cameron
School Estate Strategy Board	Project Startup		5%			Elaine Hughes	Dave Smith
Community Campus Board /Brechin Campus	Project Management		70%	Phase 1 on site (percentage includes phase 2)	Culture & Leisure Trust (as a building occupier)	Gordon Cargill	Dave Smith
Community Campus Board /Forfar Campus	Project Management		45%	Phase 1 on site (percentage includes phase 2)	Culture & Leisure Trust (as a building occupier)	Gordon Cargill	Dave Smith
Arbroath Schools Project Board /Timmergreen & Wardykes Replacement	Project Management		50%	Phase 1 on site		Gordon Cargill	Dave Smith
Arbroath Schools Project Board /Hayshead Replacement	Project Start Up		2%	Scottish Government announcement on funding anticipated on 25 January 2016		Gordon Cargill	Dave Smith

Architecture of the BR tool



TRANSFORMING ANGUS

**Budget / Spend Projections
£000**

Staff Costs

	15/16 BGT	PROJ
Budget	191	
Summary Projected		238
Training	10	0
Other Staff Costs	1	142
Staff Costs - Total	202	380

Property Costs

Build Improvements	5	0
Misc Property Costs	100	0
Property Costs - Total	105	0

Transport Costs

Rail Transport	3	0
Car Allowance	3	3
Lease Car charges		
Transport Costs - Total	6	3

Supplies and Services

Office Equip/Furniture	10	1
Computer		
Hardware/Cons/Maint	11	2

**16/17
BGT PROJ**

Budget	191	
Summary Projected		167
Training	10	10
Other Staff Costs	1	289
Staff Costs - Total	202	466

Build Improvements	5	0
Misc Property Costs	0	0
Property Costs - Total	5	0

Rail Transport	3	3
Car Allowance	3	3
Lease Car charges		
Transport Costs - Total	6	6

Office Equip/Furniture	10	
Computer		
Hardware/Cons/Maint	11	

**17/18
BGT PROJ**

Budget		
Summary Projected		167
Training	10	10
Other Staff Costs		191
Staff Costs - Total	0	368

Build Improvements		
Misc Property Costs	0	0
Property Costs - Total	0	0

Rail Transport		3
Car Allowance		3
Lease Car charges		
Transport Costs - Total	0	6

Office Equip/Furniture		
Computer		
Hardware/Cons/Maint		

APPENDIX 4

**Total
BGT PROJ**

Budget	382	0
Summary Projected		
Training	20	20
Other Staff Costs	2	622
	0	0
Staff Costs - Total	404	1,214

Build Improvements	10	0
Misc Property Costs	100	0
Property Costs - Total	110	0

Rail Transport	6	6
Car Allowance	6	9
Lease Car charges	0	0
Transport Costs - Total	12	15

Office Equip/Furniture	20	1
Computer		
Hardware/Cons/Maint	22	2

Office Stat/Printing/Pcopying etc	3	3	3	3		3	6	9
Staff Subsistence	2	1	2	2		2	4	5
Consultancy Payments	200	224	500	27	0	0	700	251
Misc S&S	365	197	165	0	0	0	530	197
Supplies and Services - Total	591	428	691	32	0	5	1,282	465
Total Expenditure	904	811	904	504	0	379	1,808	1,694
Opening Fund Balance							<u>1,888</u>	
Total Fund							<u>3,696</u>	
Less 3 Year Projected Spend							<u>(1,694)</u>	
Remaining Fund Balance							<u>2,002</u>	