



2015/16

PROVISIONAL REVENUE BUDGET
(Including Budget Savings Proposals 2015/16 to 2016/17)

Issued by the Resources Directorate
(Corporate Improvement & Finance Division)

ANGUS COUNCIL

PROVISIONAL REVENUE BUDGET 2015/16 (Including Budget Savings Proposals 2015/16 to 2016/17)

TABLE OF CONTENTS

	Page
Introduction & Background	1-2
Summary Statement of Net Expenditure	3
 <u>Service Base Budgets & Budget Savings Proposals :-</u>	
<u>People:-</u>	
Budget Summary	5-9
Schools & Learning – Budget Submission	10
Children & Young People's Services – Budget Submission	18
Adult Services – Budget Submission	26
Quality & Performance – Budget Submission	34
 <u>Communities:-</u>	
Budget Summary	41-47
Directorate / Business Support – Budget Submission	48
Regulatory, Protective & Prevention Services – Budget Submission	52
Technical & Property Services – Budget Submission	62
Planning & Place – Budget Submission	71
Services to Communities – Budget Submission	76
 <u>Chief Executive's Unit:-</u>	
Budget Summary	85-89
Chief Executive (incl. Economic Development) – Budget Submission	90
 <u>Resources:-</u>	
Budget Summary	99-103
Corporate Improvement & Finance – Budget Submission	104
Legal & Democratic Services – Budget Submission	110
Organisational Change – Budget Submission	116
 Other Services	 123
 Valuation Joint Board & Joint Arrangement (Tayside Contracts)	 124
 Common Good Fund Budgets	 125

Revenue Budget 2015/16 - Introduction & Background

Local Government Finance Settlement

The Scottish Government announced details of the local government Finance Settlement for 2015/16 in December 2014 in Finance Circular 9/2014. 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 2015/16 has been provisionally set at £200.046 million as detailed in Finance Circular (FC) 9/2014. This is a gross increase in headline revenue grant support of £0.526 million (0.3%) compared with the level of grant support for 2014/15 (£199.520 million). However, after adjusting for funding which has not yet been distributed for 2015/16 in respect of the Council Tax Reduction Scheme, Discretionary Housing Payments and 1 + 2 Languages (estimated at £4.602 million in total) and additional resources provided in support of specific initiatives (£3.012 million), there is a projected net increase of £0.718 million (0.4%) compared with grant support received in 2014/15.

This level of grant is conditional upon the Council agreeing to deliver on a number of commitments specified by the Scottish Government. The two main commitments are to maintain the current Council Tax freeze and to secure places for all probationer teachers who require a place under the teacher induction scheme. Failure to commit to the specifics of the funding package will result in a reduction in grant support of £1.398 million (0.7%).

Additional Information/Further Detail

Further detail on the above is contained in the following paper and in the Background Report for the Special Budget Meeting (Report No. 59/15):-

Report No. 258/14

Title: - PREPARATION OF THE 2015/16 GENERAL FUND REVENUE & CAPITAL BUDGETS

Submitted to: - Policy & Resources Committee – 10 June 2014

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 2015/16 and 2016/17 to ensure that the savings remain deliverable. In total for the 3 year period 2014/15 – 2016/17 £18.728 million of budget savings were approved in report 84/14. Table 1 summarises the total savings submitted for approval over the three year period per report 84/14, and the revised savings proposals which are detailed in this report :-

Table 1 – Total Budget Savings Proposals

	Savings 2014/15 £million	Savings 2015/16 £million	Savings 2016/17 £million	Total 3 Year Savings £million
Savings approved per Report 84/14	6.095	6.740	5.893	18.728
Revised savings as per Report 60/15	6.095	5.586	6.789	18.470
Variance	0.000	(1.154)	0.896	(0.258)

Savings of £1.154 million have been rephased from 2015/16 to 2016/17, and there is a small shortfall of £0.258 million compared to the savings originally approved per Report 84/14. The revised savings for 2015/16 are sufficient to allow a balanced budget to be achieved.

Budget Savings Proposals

This Volume lists **all** savings for 2014/15 - 2016/17 which were approved in report 84/14. Those savings which are no longer considered deliverable, or which require to be amended/rephased, have been shaded in grey and marked with an asterisk. Revised savings, to replace those no longer considered deliverable, or which are to be amended/rephased, are detailed in a separate table within each Directorate's budget pages. Providing all of the savings (original) 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. Each saving has been allocated a reference number, which identifies the directorate, business unit and service area along with the priority given to that saving by the Director and Head of Service (1 being the highest priority / most acceptable) e.g. PSL-S-14 (P) = People, Schools & Learning, saving priority 14, Primary.

In total over the period 2014/15 – 2015/16 revised savings of £18.470 million are presented in this report. A summary of savings by Directorate is shown in Table 2 below: -

Table 2 – Total Budget Savings Proposals

	Savings 2014/15 £million	Savings 2015/16 £million	Savings 2016/17 £million	Total 3 Year Savings £million	Cashable Efficiencies £million
Chief Exec Unit	0.219	0.167	0.159	0.545	0.364
Resources	0.379	0.297	0.481	1.157	0.825
Communities	1.948	1.494	2.502	5.944	1.908
People	3.549	3.592	3.647	10.788	4.357
Other Services	0.000	0.036	0.000	0.036	0.036
Total	6.095	5.586	6.789	18.470	7.490

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 each respective year within the resources expected to be available.

Angus Council Provisional Revenue Budget 2015/16
SUMMARY STATEMENT OF NET EXPENDITURE

	Final Budget 2014/15 £000	Provisional Base Budget 2015/16 £000	Investment Bids Ongoing £000	Investment Bids One Off £000	Proposed Savings £000	Revised Provisional Base Budget 2015/16 £000
	A	B	C	D	E	F
(A) Direct Services						
PEOPLE						
Schools & Learning	81,786	82,316	1,333	160	(1,276)	82,533
Children & Young People	27,019	26,807	1,841	0	(751)	27,897
Adult Services	44,001	44,254	1,730	96	(1,125)	44,955
Quality & Performance	5,352	4,557	19	0	(440)	4,136
COMMUNITIES						
Business Support	812	813	0	0	(83)	730
Technical & Property Services (HQ, Roads & Transport)	17,368	17,414	287	0	(457)	17,244
Planning & Place	4,966	4,927	54	0	(169)	4,812
Services to Communities	7,359	7,375	87	128	(279)	7,311
Regulatory, Protective & Prevention Services	16,483	16,546	920	50	(403)	17,113
OTHER SERVICES	8,813	4,021	50	135	(36)	4,170
Non-CSS Elements of Chief Executives & Resources						
Economic Development	1,312	1,315	0	0	(89)	1,226
Resilience	106	108	0	0	(3)	105
Finance (Revenues & Benefits)	1,374	1,485	16	0	(51)	1,450
Registrars	107	109	0	0	(1)	108
Licensing	(245)	(245)	0	0	(3)	(248)
Transforming Angus	904	904	0	0	0	904
Sub-Total	217,517	212,706	6,337	569	(5,166)	214,446
(B) Central Support Services						
CHIEF EXECUTIVE (including Members' Services & Governance)	2,217	2,264	0	0	(75)	2,189
COMMUNITIES - TECHNICAL & PROPERTY SERVICES						
Property	1,926	1,836	75	0	(103)	1,808
RESOURCES						
Corporate Improvement & Finance	2,092	2,350	0	0	(126)	2,224
Legal & Democratic - Core Services (incl. Angus House HQ)	2,359	2,361	0	0	(20)	2,341
Organisational Change	3,209	3,411	26	0	(96)	3,341
Deduct: CSS/ACCESS Recharge to Non-General Fund Services	(1,910)	(1,910)	0	0	0	(1,910)
Sub-Total	9,893	10,312	101	0	(420)	9,993
(C) Joint Board						
Valuation	765	757	0	0	0	757
(D) Trading Organisations						
Tayside Contracts (Net Surplus - Angus Share)	(486)	(218)	0	0	0	(218)
Print Unit	(1)	(1)	0	0	0	(1)
Sub-Total	(487)	(219)	0	0	0	(219)
(Sub-Total of A, B C & D)	227,688	223,556	6,438	569	(5,586)	224,977
Surplus Local Tax Income	(50)	(50)	0	0	0	(50)
Capital Financing Costs	13,908	13,885	0	0	0	13,885
Capital Financed from Current Revenue	700	700	0	0	0	700
Specific Grants Netted Within Directorates Above	45	45	0	0	0	45
Pay Award Provision (inc TC Impact)	0	2,355	0	0	0	2,355
Energy Costs Provision & Street Lighting	0	175	0	0	0	175
Rates Provision	0	100	0	0	0	100
NET EXPENDITURE (Before Contributions to/(from) Funds & Balances)	242,291	240,766	6,438	569	(5,586)	242,187
Contribution to/(from) Balances	0	to be determined	0	0	0	to be determined
Contributions to / (from) Special Funds	3,590	to be determined	0	0	0	to be determined
TOTAL NET EXPENDITURE (Before Government Grant)	245,881	240,766	6,438	569	(5,586)	242,187

2015/16
Provisional Revenue Budget
(Including Budget Savings Proposals 2015/16 to 2016/17)

People Directorate

REVENUE BUDGET 2015/16
 DIRECTORATE:
 BUSINESS UNIT:
 SERVICE:

PEOPLE

SUMMARY

Sept. '14 Prices

	<u>*Final Budget @ Outturn Prices 2014/15 £'000's</u>	<u>Provisional Base Budget Submission (Before Investments & Savings) 2015/16 £'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 2015/16 £'000</u>
Schools & Learning	81,786	82,316	1,333	160	(1,276)	82,533
Children & Young People's Services	27,019	26,807	1,841	0	(751)	27,897
Adult Services	44,001	44,254	1,730	96	(1,125)	44,955
Quality & Performance	5,352	4,557	19	0	(440)	4,136
TOTAL PEOPLE	158,158	157,934	4,923	256	(3,592)	159,521

REVENUE BUDGET 2015/16
DIRECTORATE:
BUSINESS UNIT:
SERVICE:

PEOPLE
SCHOOLS & LEARNING
SUMMARY

Sept. '14 Prices

	<u>*Final</u> <u>Budget</u> <u>@ Outturn</u> <u>Prices</u> <u>2014/15</u> <u>£'000's</u>	<u>Provisional</u> <u>Base Budget</u> <u>Submission</u> <u>(Before</u> <u>Investments</u> <u>& Savings)</u> <u>2015/16</u> <u>£'000</u>	<u>Investment</u> <u>Bids</u> <u>Ongoing</u> <u>£'000</u>	<u>Investment</u> <u>Bids</u> <u>One-Off</u> <u>£'000</u>	<u>Budget</u> <u>Savings</u> <u>Applied</u> <u>£'000</u>	<u>Revised</u> <u>Base Budget</u> <u>Submission</u> <u>2015/16</u> <u>£'000</u>
<u>Expenditure</u>						
Employee Costs	58,656	59,137	46	0	(899)	58,284
Property Costs	9,632	9,632	0	0	(148)	9,484
Supplies & Services	6,535	6,535	1,267	160	(199)	7,763
Transport Costs	3,257	3,257	20	0	(20)	3,257
Third Party Payments	7,256	7,305	0	0	0	7,305
Transfer Payments	0	0	0	0	0	0
Recharge Costs (Internal)	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0
Support Services	0	0	0	0	0	0
CFCR	0	0	0	0	0	0
Total Expenditure	85,336	85,866	1,333	160	(1,266)	86,093
<u>Income</u>						
Specific Government Grants	45	45	0	0	0	45
Other Grants	939	939	0	0	0	939
Recharge Income (Internal)	873	873	0	0	0	873
Fees, Charges etc.	94	94	0	0	10	104
Other Income	1,599	1,599	0	0	0	1,599
Total Income	3,550	3,550	0	0	10	3,560
NET EXPENDITURE	81,786	82,316	1,333	160	(1,276)	82,533

REVENUE BUDGET 2015/16
DIRECTORATE:
BUSINESS UNIT:
SERVICE:

PEOPLE
CHILDREN & YOUNG PEOPLE'S SERVICES
SUMMARY

Sept. '14 Prices

	<u>*Final</u> <u>Budget</u> <u>@ Outturn</u> <u>Prices</u> <u>2014/15</u> <u>£'000's</u>	<u>Provisional</u> <u>Base Budget</u> <u>Submission</u> <u>(Before</u> <u>Investments</u> <u>& Savings)</u> <u>2015/16</u> <u>£'000</u>	<u>Investment</u> <u>Bids</u> <u>Ongoing</u> <u>£'000</u>	<u>Investment</u> <u>Bids</u> <u>One-Off</u> <u>£'000</u>	<u>Budget</u> <u>Savings</u> <u>Applied</u> <u>£'000</u>	<u>Revised</u> <u>Base Budget</u> <u>Submission</u> <u>2015/16</u> <u>£'000</u>
<u>Expenditure</u>						
Employee Costs	16,730	16,680	1,464	0	(473)	17,671
Property Costs	256	242	0	0	0	242
Supplies & Services	521	404	0	0	0	404
Transport Costs	529	518	0	0	0	518
Third Party Payments	9,280	9,260	377	0	(278)	9,359
Transfer Payments	0	0	0	0	0	0
Recharge Costs (Internal)	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0
Support Services	0	0	0	0	0	0
CFCR	0	0	0	0	0	0
Total Expenditure	27,316	27,104	1,841	0	(751)	28,194
<u>Income</u>						
Specific Government Grants	0	0	0	0	0	0
Other Grants	0	0	0	0	0	0
Recharge Income (Internal)	0	0	0	0	0	0
Fees, Charges etc.	0	0	0	0	0	0
Other Income	297	297	0	0	0	297
Total Income	297	297	0	0	0	297
NET EXPENDITURE	27,019	26,807	1,841	0	(751)	27,897

REVENUE BUDGET 2015/16
DIRECTORATE:
BUSINESS UNIT:
SERVICE:

PEOPLE
ADULT SERVICES
SUMMARY

Sept. '14 Prices

	<u>*Final</u> <u>Budget</u> <u>@ Outturn</u> <u>Prices</u> <u>2014/15</u> <u>£'000's</u>	<u>Provisional</u> <u>Base Budget</u> <u>Submission</u> <u>(Before</u> <u>Investments</u> <u>& Savings)</u> <u>2015/16</u> <u>£'000</u>	<u>Investment</u> <u>Bids</u> <u>Ongoing</u> <u>£'000</u>	<u>Investment</u> <u>Bids</u> <u>One-Off</u> <u>£'000</u>	<u>Budget</u> <u>Savings</u> <u>Applied</u> <u>£'000</u>	<u>Revised</u> <u>Base Budget</u> <u>Submission</u> <u>2015/16</u> <u>£'000</u>
<u>Expenditure</u>						
Employee Costs	26,520	26,750	42	96	(883)	26,005
Property Costs	1,325	1,322	108	0	0	1,430
Supplies & Services	1,504	1,480	0	0	0	1,480
Transport Costs	1,385	1,379	0	0	0	1,379
Third Party Payments	31,804	31,710	1,580	0	(26)	33,264
Transfer Payments	0	0	0	0	0	0
Recharge Costs (Internal)	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0
Support Services	0	0	0	0	0	0
CFCR	0	0	0	0	0	0
Total Expenditure	62,538	62,641	1,730	96	(909)	63,558
<u>Income</u>						
Specific Government Grants	0	0	0	0	0	0
Other Grants	0	0	0	0	0	0
Recharge Income (Internal)	0	0	0	0	0	0
Fees, Charges etc.	9,714	9,714	0	0	216	9,930
Other Income	8,823	8,673	0	0	0	8,673
Total Income	18,537	18,387	0	0	216	18,603
NET EXPENDITURE	44,001	44,254	1,730	96	(1,125)	44,955

REVENUE BUDGET 2015/16
DIRECTORATE:
BUSINESS UNIT:
SERVICE:

PEOPLE
 QUALITY & PERFORMANCE
 QUALITY & PERFORMANCE

Sept. '14 Prices

	<u>*Final</u> <u>Budget</u> <u>@ Outturn</u> <u>Prices</u> <u>2014/15</u> <u>£'000's</u>	<u>Provisional</u> <u>Base Budget</u> <u>Submission</u> <u>(Before</u> <u>Investments</u> <u>& Savings)</u> <u>2015/16</u> <u>£'000</u>	<u>Investment</u> <u>Bids</u> <u>Ongoing</u> <u>£'000</u>	<u>Investment</u> <u>Bids</u> <u>One-Off</u> <u>£'000</u>	<u>Budget</u> <u>Savings</u> <u>Applied</u> <u>£'000</u>	<u>Revised</u> <u>Base Budget</u> <u>Submission</u> <u>2015/16</u> <u>£'000</u>
<u>Expenditure</u>						
Employee Costs	4,233	3,368	19	0	(440)	2,947
Property Costs	361	375	0	0	0	375
Supplies & Services	252	277	0	0	0	277
Transport Costs	86	97	0	0	0	97
Third Party Payments	532	552	0	0	0	552
Transfer Payments	0	0	0	0	0	0
Recharge Costs (Internal)	141	141	0	0	0	141
Capital Charges	0	0	0	0	0	0
Support Services	0	0	0	0	0	0
CFCR	0	0	0	0	0	0
Total Expenditure	5,605	4,810	19	0	(440)	4,389
<u>Income</u>						
Specific Government Grants	0	0	0	0	0	0
Other Grants	25	25	0	0	0	25
Recharge Income (Internal)	0	0	0	0	0	0
Fees, Charges etc.	32	32	0	0	0	32
Other Income	196	196	0	0	0	196
Total Income	253	253	0	0	0	253
NET EXPENDITURE	5,352	4,557	19	0	(440)	4,136

REVENUE BUDGET SUBMISSION 2015/16 to 2016/17

Strategic Directorate: - People
Service: – Schools and Learning

Overall Strategy for the Service

SOA

- Our young people are successful learners, confident individuals, effective contributors and responsible citizens.
- We have improved the health and wellbeing of our people and inequalities are reduced.
- Individuals and families are involved in decisions which affect them.
- Adults maximise their potential through learning opportunities.

Strategy for Delivering Outcomes

The Schools and Learning strategy aims to improve outcomes for children and young people in Angus. These outcomes include increased attainment and achievement of our children and better pupil and parent satisfaction of our schools. Key to achieving these outcomes is ensuring highly trained teacher workforces who consistently deliver high quality learning experiences in effective learning environments. We need to invest in our teachers to ensure that they deliver a high quality and progressive curriculum that has real currency for the young people of Angus. Raising attainment also requires a sharp focus on performance to ensure that our young people are successful learners, confident individuals, effective contributors and responsible citizens. Through effective use of available data and robust systems for tracking and monitoring all our young people, we will be clearer about how we add value. As well as investment in teacher expertise, it is necessary to maintain and enhance physical resources which support the ability to provide a modern, fit for purpose curriculum. In particular we require to invest in ICT developments and embrace national opportunities to improve our school estate. Ongoing efficiency savings to support services ensure that there is minimal impact on frontline services to deliver improved outcomes. As changes to support teams are gradually implemented, there is a requirement to review and improve central and school level administrative processes to ensure the most effective practice.

Savings Strategy

In terms of staff costs, Angus Council has honoured the national agreement on protecting teacher numbers. This has provided a degree of stability in rapidly changing times for the teaching profession with the introduction of Curriculum for Excellence. The consequential impact of this is that savings have had to be made in support functions for teachers and pupils. Protecting one part of the service has led to a disproportionate impact on other parts of the education and children's services budget. It is important for the service to explore alternative teacher staffing formulae in preparation for when there is greater flexibility with regard to teacher numbers. In a similar vein, it may well be appropriate to explore other factors to contribute to the required future Council budget savings. Some changes to the pupil week such as a 22.5 hour Primary 1 to Primary 3 week and a change to a 33 period week in Secondary Schools may well improve outcomes for children whilst contributing to required budget efficiencies and should be explored. In addition, more innovative approaches to capital spend across the Council to ensure all opportunities are being considered alongside a review of the school estate will help deliver best value.

The 2014/15 total net cost of Schools and Learning is £81.786m (excl. CSS costs). This cost is projected to increase by 0.6% to £ 82.316m in 2015/16 due to allowable growth items, BEFORE allowing for any impact of the proposals in this paper. Should the proposals contained in this paper be approved, the net cost is projected to increase by 0.9% to £82.533m.

Table 1 - Analysis of Costs by Service Area

Service Area	2014/15 Final Budget (per RB2 & RB3) £'000	2015/16 Provisional Budget (allowable) (per RB2 & RB3) £'000	Impact of 2015/16 Savings Proposals (per Table 2) £'000	Impact of 2015/16 Investment Proposals (per Table 3) £'000	2015/16 Provisional Budget £'000
Primary	32,387	32,559	(359)	185	32,385
Secondary	36,647	36,793	(521)	21	36,293
Support for Pupils	11,157	11,206	(70)	1,287	12,423
Education Development Service	1,595	1,506	(326)	-	1,180
Business Support	-	252	-	-	252
TOTAL NET EXPENDITURE	81,786	82,316	(1,276)	1,493	82,533

Table 2 - Summary of Savings Proposals (Total)

	2015/16 £'000	2016/17 £'000	Total £'000
Total Value of Savings Approved per Report 84/14 (Table 5a)	(870)	(980)	(1,850)
Savings No Longer Considered Deliverable	-	-	-
Proposed Amendments to Savings (per Table 5b)	(10)	-	(10)
Savings Transferred in from Quality & Performance (Supp for Pupils)	(70)	(95)	(165)
Savings Transferred in from Quality & Performance (EDS)	(326)	(589)	(915)
TOTAL REVISED SAVINGS PROPOSALS	(1,276)	(1,664)	(2,940)

Table 3 - Summary of Investment Proposals (Total)

Service Area	2015/16 Ongoing £'000	2015/16 One-off £'000	2015/16 Total £'000
Primary	25	160	185
Secondary	21	-	21
Support for Pupils	1,287	-	1,287
Education Development Service	-	-	0
TOTAL INVESTMENT PROPOSALS	1,333	160	1,493

Table 4 - Summary of Net Impact on Full Time Equivalent Staff

Service Area	2015/16 FTE	2016/17 FTE	Total
Primary	-11.0	-11.0	-22.0
Secondary	-14.0	-8.0	-22.0
Support for Pupils	-	-	0
Education Development Service	-3.0	-8.5	-11.5
TOTAL FULL TIME EQUIVALENT STAFF	-28.0	-27.5	-55.5

Table 5a - Savings Proposals 2014/15 – 2016/17 – Approved per report 84/14

Set out below are the budget savings proposals approved per report 84/14 for 14/15, 15/16 and 16/17. **The savings indicated by an asterisk (*) and shading are no longer considered deliverable, or require refinement e.g. re-phasing in light of a change of circumstance.** Proposed Amendments / Alternative Savings are listed in table 5b.

Priority Ref.	Description of Saving	Saving Category#	Base Budget £'000	2014/15 Ongoing Saving £'000	2015/16 Ongoing Saving £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2014/15 Staff Impact FTE	2015/16 Staff Impact FTE	2016/17 Staff Impact FTE
PSL-S-1 (S)	Secondary - saving identified from the transfer of staff / budget in respect of the review of the Property SLA .	Efficiency	34	34	-	-	34	-	-	-
PSL-S-2 (P)	Primary - Local Government (LG) Staff - LG / Early Years Review. Change in formula for allocation of Early Intervention Assistants - full year saving in 14/15.	Efficiency	2,989	76	-	-	76	-3.0	-	-
PSL-S-3 (P)	Primary – savings arising following successful appeal of rates revaluation	Efficiency	1,428	60	-	-	60	-	-	-
PSL-S-3 (S)	Secondary - savings arising following successful appeal of rates revaluation	Efficiency	1,578	20	-	-	20	-	-	-
PSL-S-4 (S)	Secondary - manage number of secondary teachers, taking into account particular pupil configurations and projected roll.	Efficiency	24,696	120	245	170	535	-3.0	-8.0	-2.0
PSL-S-5 (S)	Secondary - Additional Resources (formerly National Priorities Action Fund) - will remove funding over 2 years.	Stop	75	40	35	-	-	-	-	-

Priority Ref.	Description of Saving	Saving Category#	Base Budget £'000	2014/15 Ongoing Saving £'000	2015/16 Ongoing Saving £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2014/15 Staff Impact FTE	2015/16 Staff Impact FTE	2016/17 Staff Impact FTE
PSL-S-6 (P)	Primary - reduction of training budget over 2 years from April 2014.	Reduce	77	9	10	-	-	-	-	-
PSL-S-6 (S)	Secondary - reduction of training budget over 2 years from April 2014.	Reduce	89	11	11	-	-	-	-	-
PSL-S-7 (P)	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	25	37	38	100	-31.6	-	-
PSL-S-7(S)	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	25	38	37	100	-38.1	-	-
PSL-S-8 (P&S)	50% reduction of non-devolved IT and replacement & maintenance school projects budget									
	Primary	Reduce	201	34	34	34	-	-	-	-
	Secondary	Reduce	126	21	21	21	-	-	-	-
PSL-S-9 (P&S)	Music Instruction Service – an initial review of Music Provision has resulted in some efficiency savings for 2014/15.	Reduce	317	12	-	-	12	-	-	-
		Reduce	417	12	-	-	12	-	-	-
PSL-S-10 (S)	Secondary - reduction in Foreign Language Assistants. This will impact on the development of 1+2 languages.	Reduce	77	27	-	-	-	-4.0	-	-

Priority Ref.	Description of Saving	Saving Category#	Base Budget £'000	2014/15 Ongoing Saving £'000	2015/16 Ongoing Saving £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2014/15 Staff Impact FTE	2015/16 Staff Impact FTE	2016/17 Staff Impact FTE
PSL-S-11 (P&S)	50% reduction of ground maintenance budget. This saving will have an impact on the Grounds Maintenance Service. Primary Secondary	Reduce Reduce	128 164	- -	32 41	32 41	- -	- -	- -	- -
PSL-S-12 (S)	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-13 (P)	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	-	106	170	-	-	-4.0	-4.0
PSL-S-14 (P)	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 schools	Reduce	2,989	135	140	140	48	-7.0	-7.0	-7.0
PSL-S-15 (S)	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	168	120	120	93	-6.0	-6.0	-6.0
	TOTAL SAVINGS PROPOSALS			829	870	980	1,267	-92.7	-25.0	-19.0
PSL-S-17 (SP) Old Ref= PQ&P-S-3 (SP)	Transferred from Quality & Performance Support for pupils - phased reduction and removal of clothing grants.	Stop/Reduce	165	50	50	65	-	-	-	-

Priority Ref.	Description of Saving	Saving Category#	Base Budget £'000	2014/15 Ongoing Saving £'000	2015/16 Ongoing Saving £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2014/15 Staff Impact FTE	2015/16 Staff Impact FTE	2016/17 Staff Impact FTE
PSL-S-18 (EDS) <i>Old Ref= PQ&P-S-4 (EDS)</i>	Transferred from Quality & Performance Facilitating School Improvements (Educational Development Service) - reduce/remove miscellaneous budgets – Modern Languages in Primary Schools, School Improvement, resource allocations, supplies and services, business engagement, On2Feet.	Stop/Reduce	163	54	54	55	-	-	-	-
PSL-S-19 (EDS) <i>Old Ref= PQ&P-S-5 (EDS)</i>	Transferred from Quality & Performance Facilitating School Improvements (Educational Development Services) – 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	40	40	36	-	-	-	-
PSL-S-20 (EDS) <i>Old Ref= PQ&P-S-6 (EDS)</i>	Transferred from Quality & Performance Facilitating School Improvements (Educational Development Services (EDS)) –review the EDS 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	370	232	450	-	-6.0	-3.0	-7.5
PSL-S-21 (EDS) <i>Old Ref= PQ&P-S-9 (EDS)</i>	Transferred from Quality & Performance Facilitating School Improvements (Educational Development Services) - Opportunities for All - contain costs within additional funding	Reduce	48	-	-	48	-	-	-	-1.0
PSL-S-22 (SP) <i>Old Ref= PQ&P-S-11 (SP)</i>	Transferred from Quality & Performance Support for Pupils - improved efficiency and remove funding for investment within Tayside Contracts Catering Services.	Efficiency	1,896	100	-	-	100	-	-	-

Priority Ref.	Description of Saving	Saving Category#	Base Budget £'000	2014/15 Ongoing Saving £'000	2015/16 Ongoing Saving £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2014/15 Staff Impact FTE	2015/16 Staff Impact FTE	2016/17 Staff Impact FTE
PSL-S-23 (SP) Old Ref= PQ&P-S-12 (SP)	Transferred from Quality & Performance Undertake a review of school and social work transport services.	Efficiency	2,985	-	20	30	-	-	-	-

Table 5b - Proposed Amendment / Alternative Saving(s):-

Priority Ref.	Description of Saving	Saving Category#	Base Budget £'000	2015/16 Ongoing Saving £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2015/16 Staff Impact FTE	2016/17 Staff Impact FTE
PSL-S-16 (S)	Income – additional income from increased charges for school lets & music instruction fees	Increased Income	202	10	-	-	-	-
	TOTAL			10	0	0	0	0

Efficiency / Transformation / Stop/reduce / Increased Income (please refer to Introduction & Background for definitions)

Table 6 - Investment Bids 2015/16

Set out below are **the investment bids recommended for approval for 2015/16** listed in priority order and split between ongoing and one-off investments. Bids are restricted to 2015/16 only as investment bids affecting later years may be subject to significant change due to changing circumstances and uplifts provided are dependent on the level of overall resources available to the council which can only be determined in any particular year.

Priority Ref.	Proposal	<u>2015/16 Ongoing £'000</u>	<u>2015/16 One-off £'000</u>	<u>2015/16 Total £'000</u>	<u>2015/16 Staff Impact FTE</u>
PSL-I-1 (SfP)	Full year impact of funding from Scottish Government for P1-3 Free Meals initiative (letter of 17 July refers).	1,267	-	1,267	-
PSL-I-2 (SfP)	Transport – inflationary increase on home to school transport. Currently assumed at 0.7%.	20	-	20	-
PSL-I-3 (P)	Cost of updating broadband links to all schools- improvements to broadband in rural schools and communities generally are an agreed priority of the Council. The gap between the IT environment enjoyed by pupils with access to improved broadband width and those in some rural school is ever widening and investment is required to ensure that these pupils are not disadvantaged. There are currently 18 Rural schools with inadequate Broadband links, impacting on 746 pupils.	-	160	160	-
PSL-I-4 (P&S)	Supply Teachers – additional Scottish Government grant allocated for this purpose:- <ul style="list-style-type: none"> • Primary • Secondary 	25 21	- -	25 21	- -
	TOTAL INVESTMENT PROPOSALS	1,333	160	1,493	0

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

The budget proposals have been considered from a risk perspective and where significant risks have been identified plans are in place to monitor and manage these risks.

Equalities Implications

All budget savings proposals have been the subject of consideration from an equalities perspective.

REVENUE BUDGET SUBMISSION 2015/16 to 2016/17

Strategic Directorate: - People
Service: – Children and Young People

Overall Strategy for the Service

SOA

'Our young people are successful learners, confident individuals, effective contributors and responsible citizens'.
'Communities that are Learning and Supportive'

Strategy for Delivering Outcomes

The Children and Young People's Service brings together the following key services:

- Supporting early learning, and care
- Supporting children and families
- Extended support services for children and young people in care including statutory responsibilities for Looked After Children
- Residential care and fostering
- Children in need and children with disabilities
- Child protection services
- Educational Psychology services

The Service provides a range of universal and targeted supports to promote positive outcomes for children and young people. Specifically the provision of early years services seek to ensure that children receive the best possible start in life from which they can grow, develop and achieve. For children with additional support needs the service ensures that their needs are assessed and support provided to ensure the child or young person's need are met. The service also fulfils the Council's statutory duties in relation to children in need of protection and children in need of compulsory measures of care.

The Children and Young People (Scotland) Act 2014 was passed by the Scottish Parliament in February 2014. Underpinning the Act are the principles of promoting early intervention and prevention; improving outcomes for children; improving support for looked after children, care leavers and kinship carers, full implementation of Getting It Right For Every Child (GIRFEC) across Scotland; and developing early years services including making early learning and childcare more flexible for the child and better suited to the needs of families. A key aspect of the Act is the increase in the number of funded hours of early learning and childcare to a minimum of 600 hours per year for all 3 and 4 year olds and targeted 2 year olds. These changes will have a substantial financial impact to the Council in not only increasing staffing levels but ensuring that there is sufficient capacity in facilities to meet the increased number of children eligible for this provision. This will also include developing provision and working in partnership with the private and voluntary sector.

The Council's Strategy for delivering outcomes reflects the principles of the new act. Investing in early years has lifelong benefits for children both in terms of their emotional development and their level of achievement in life. Developing early intervention and prevention services in line with the local partnership priority "Communities that are Learning and Supportive - Getting it Right in Early Years" will in the longer term deliver better outcomes for children and young people and reduce the need for more intensive intervention at a later stage. It is the Council's strategy therefore to focus on early intervention and prevention whilst ensuring that the current needs of vulnerable children and young people are met by the provision of high quality targeted services.

Angus Council pursues a policy of, wherever possible, integrating children who have additional support needs into local schools and/or provides additional staff support in particular schools. There are a number of young people identified as having additional support needs and provision is made for them in supported places in nursery, primary and secondary schools. There is a designated specifically resourced school in each burgh in order that children with significant or complex additional support needs can be placed within their local community. This approach supports meaningful and effective transition and promotes sustainable partnership working between schools, families and external agencies.

The Third Party Payments budget is almost 30% of the Children and Young People's Services budget and covers a range of provision e.g. respite care for children with disabilities, emergency interventions, residential care, secure care, long term alternative family care and placements in specialist schools outwith the authority. There are elements of this budget over which the Directorate has very little control e.g. residential school placements which can be in excess of £250k per annum per placement. Significant effort is being made to target resources at preventative spend to ensure that such placements are a last resort and to support children and young people to remain living at home in their own community where this is possible. Where children and young people cannot be supported to live safely at home the Council's strategy is to support them within alternative family based settings. A focus over the past four years has been to invest in the Council's foster care service to avoid the use of independent foster or residential care resources. This has resulted in a 40% decrease in the use of such external resources. The replacement of the Council's own children and young person's residential care facility will allow further progress in this strategy.

Savings Strategy

There are a number of strategic resource reviews currently being undertaken by the People Directorate to identify areas where efficiency savings could be achieved without impacting on the quality of service provision. Savings from these reviews will be identified as priorities. It is likely that the level of savings required will be achieved by staff turnover alone and but may need to be met through ER/VR/CR. This has yet to be determined and costed.

Investment Strategy

A number of services provided by this Business Unit are contracted out to third parties. The impact of the annual inflationary increase has yet to be determined but would be required as a budget uplift if the Council wishes to continue utilising these services.

The Children and Young People's Act came into force in early 2014. A significant feature of the Act is the introduction of 600 funded hours of early learning and childcare for all 3 and 4 year olds and for targeted 2 year olds. Whilst the level of funding provided by the Scottish Government to implement this new policy appears to have been sufficient in 2014/15, the requirement from 2015/16 onwards to offer parents a range of options in provision may still present financial challenges for the Council.

A key challenge for the Service at this time is a significant increase in child protection activity over the past 2 years, including a 40% increase in referrals and a 70% increase in children on the child protection register. The risk of not ensuring adequate resources to supervise children and young people at risk in the community are significant. The current high level of activity in this area is currently diverting resources and attention away from the strategic objective of early intervention and prevention.

The Children and Young People (Scotland) Act 2014 introduced a range of additional duties associated with looked after children, kinship care, and through and after care. The Scottish Government has allocated funding to meet these new requirements. There are however concerns regarding the adequacy of the level of funding provided and monitoring arrangements will be required to be put in place to identify and manage any shortfall.

The 2014/15 total net cost of Children and Young People is £27,019 (excl. CSS costs). This cost is projected to decrease by 0.1% to £26.807m in 2015/16 due to allowable growth items, BEFORE allowing for any impact of the proposals in this paper. Should the proposals contained in this paper be approved, the net cost is projected to increase by 3.2% to £27.897m.

Table 1 - Analysis of Costs by Service Area

Service Area	2014/15 Final Budget (per RB2 & RB3) £'000	2015/16 Provisional Budget (allowable) (per RB2 & RB3) £'000	Impact of 2015/16 Savings Proposals (per Table 2) £'000	Impact of 2015/16 Investment Proposals (per Table 3) £'000	2015/16 Provisional Budget £'000
Pre School	4,819	4,773	(3)	1,340	6,110
Additional Support Needs	8,403	8,453	(89)	-	8,364
Children and Families	13,797	13,366	(659)	501	13,208
Business Support	0	215	-	-	215
TOTAL NET EXPENDITURE	27,019	26,807	(751)	1,841	27,897

Table 2 - Summary of Savings Proposals (Total)

	2015/16 £'000	2016/17 £'000	Total £'000
Total Value of Savings Approved per Report 84/14 (Table 5a)	(779)	(309)	(1,088)
Savings No Longer Considered Deliverable	400	198	598
Proposed Amendments to Savings (per Table 5b)	(400)	(198)	(598)
Savings Transferred out to Quality & Performance	28	-	28
TOTAL REVISED SAVINGS PROPOSALS	(751)	(309)	(1,060)

Table 3 - Summary of Investment Proposals (Total)

Service Area	2015/16 Ongoing £'000	2015/16 One-off £'000	2015/16 Total £'000
Pre School	1,340	-	1,340
Additional Support Needs	-	-	0
Children and Families	501	-	501
TOTAL INVESTMENT PROPOSALS	1,841	0	1,841

Table 4 - Summary of Net Impact on Full Time Equivalent Staff

Service Area	2015/16 FTE	2016/17 FTE	Total
Pre School	-	-	0
Additional Support Needs	-0.4	-1.0	-1.4
Children and Families	-9.0	-1.0	-10.0
TOTAL FULL TIME EQUIVALENT STAFF	-9.4	-2.0	-11.4

Table 5a - Savings Proposals 2014/15 – 2016/17 – Approved per report 84/14

Set out below are the budget savings proposals approved per report 84/14 for 14/15, 15/16 and 16/17. **The savings indicated by an asterisk (*) and shading are no longer considered deliverable, or require refinement e.g. re-phasing in light of a change of circumstance.** Proposed Amendments / Alternative Savings are listed in table 5b.

Priority Ref.	Description of Saving	Saving Category#	Base Budget	2014/15 Ongoing Saving £'000	2015/16 Ongoing Saving £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2014/15 Staff Impact FTE	2015/16 Staff Impact FTE	2016/17 Staff Impact FTE
PC&YPS-S-1 (PS)	Pre School - continue policy of replacing teachers with Senior Early Years Practitioners on a phased basis. The remaining Teachers will be transferred when suitable vacancies arise in primary classes. It is expected that all Nursery Teachers will be replaced by August 2014	Efficiency	207	119	-	-	119	-	-	-
PC&YPS-S-2 (ASN)	Early Years Review - saving in respect of Home Visiting Team	Efficiency	93	93	-	-	-	-2.0	-	-
PC&YPS-S-3 (PS)	Pre-school - reduction of training budget over 2 years from April 2014	Reduce	10	2	3	-	-	-	-	-
PC&YPS-S-3 (ASN)	Pre-school / ASN - reduction of training budget over 2 years from April 2014	Reduce	48	12	12	-	-	-	-	-
PC&YPS-S-4 (ASN)	Additional Support Needs - remove balance of property budget (given investment in previous years the requirements to adapt buildings have reduced). It should be noted that funding would be identified for adaptations should the need arise.	Stop	20	20	-	-	-	-	-	-

Priority Ref.	Description of Saving	Saving Category#	Base Budget	2014/15 Ongoing Saving £'000	2015/16 Ongoing Saving £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2014/15 Staff Impact FTE	2015/16 Staff Impact FTE	2016/17 Staff Impact FTE
PC&YPS-S-5 (ASN) & (C&F)	Review structure and provision of School and Family Support Services (Education Services) and Family Support Teams (Social Work).	Efficiency	2,335	-	65	-	65	-	-4.5	-
PC&YPS-S-6 (C&F)	Apply 5% per annum saving to service level agreements with third sector providers over next three years.	Reduce	456	11	35	22	-	-	-	-
PC&YPS-S-7 (C&F)	Cease provision of Restorative Justice Project.	Stop/Reduce	81	-	81	-	-	-	-	-
PC&YPS-S-8 (C&F)	Transferred to Quality & Performance Review Community Assessment and Review Officer Service.	Efficiency	369	-	28	-	28	-	-0.6	-
PC&YPS-S-9 (C&F)	Review Children and Young People Management Structures	Efficiency	596	-	-	50	50	-	-	-1.0
*PC&YPS-S-10 (C&F)	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	7,444	177	300	-	477	-	-	-
PC&YPS-S-11 (C&F)	Review of how contact arrangements are supervised	Efficiency	1,665	-	18	-	18	-	-	-
PC&YPS-S-12 (C&F)	Cease commissioning services from NHS Tayside per agreement	Stop/Reduce	123	123	-	-	-	-	-	-
PC&YPS-S-13 (C&F)	Reduce provision of early intervention for young people at risk of offending (LMARTs).	Stop/Reduce	60	-	60	-	-	-	-	-
*PC&YPS-S-14 (C&F)	Review Youth Justice Team and integrate statutory work into field social work services.	Efficiency	298	-	100	198	298	-	-7.5	-
PC&YPS-S-15 (ASN)	Review Education Psychology Service Provision.	Reduce	670	-	12	39	-	-	-0.4	-1.0
	TOTAL SAVINGS PROPOSALS			557	779	309	1,055	-2.0	-13.0	-2.0

Table 5b - Proposed Amendment / Alternative Saving(s):-

Priority Ref.	Description of Saving	Saving Category#	Base Budget £'000	2015/16 Ongoing Saving £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2015/16 Staff Impact FTE	2016/17 Staff Impact FTE
PCYP-S-10 (C&F)	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	102	198	300	-	-
PCYP-S-14 (C&F)	Review of Youth Justice Team and integrate statutory work into field social work services.	Efficiency	298	298	-	298	-7.5	-
	TOTAL			400	198	598	-7.5	0

Efficiency / Transformation / Stop/reduce / Increased Income (please refer to Introduction & Background for definitions).

Table 6 - Investment Bids 2015/16

Set out below are **the investment bids recommended for approval for 2015/16** listed in priority order and split between ongoing and one-off investments. Bids are restricted to 2015/16 only as investment bids affecting later years may be subject to significant change due to changing circumstances and uplifts provided are dependent on the level of overall resources available to the council which can only be determined in any particular year.

Priority Ref.	Proposal	2015/16 Ongoing £'000	2015/16 One-off £'000	2015/16 Total £'000	2015/16 Staff Impact FTE
PCYP-I-1 (PS)	Increased Scottish Government funding to continue 600Hrs initiative - The Children and Young People (Scotland) Bill was introduced to Parliament in April 2013. One key feature is to introduce a statutory duty of providing 600 hours pre-school provision for three and four year olds and two year old looked after children. In 2014/15 an allocation of £1.112m was provided by the Scottish Government, the 2015/16 allocation is £1.693m so the £581k is the balance being provided for 2015/16 to fund this initiative.	581	-	581	TBC
PCYP-I-2 (PS)	Increased Scottish Government funding to continue 600Hrs for vulnerable 2 year olds initiative – as above this is specific funding being provided to extend the 600Hrs pre-school provision to vulnerable 2 year olds.	750	-	750	TBC
PCYP-I-3 (C&F)	Third party inflation - foster carers & residential schools	144	-	144	-
PCYP-I-4 (C&F)	Increased child protection demands – additional staffing resource is required to deal with increased child protection demands (+42% over the past 3 years) to ensure the Council fulfils its duties to investigate concerns or supervise children on the child protection register.	124	-	124	3.0
PCYP-I-5 (C&F)	Continuing Care – Part 11 of the Children and Young People (Scotland) Act 2014 introduces a far reaching entitlement for care leavers to remain in their care setting (or an equivalent placement) up to the age of 21. Additional Scottish Government Grant allocated for this purpose.	97	-	97	-
PCYP-I-6 (C&F)	Throughcare & Aftercare – Part 10 of the Children and Young People (Scotland) Act 2014 extends the duty on local authorities to provide advice, guidance and assistance to carer leavers from the current upper age limit of 21 to their 26th birthday. It is estimated that this will approximately double the number of young people receiving an aftercare service. Additional Scottish Government Grant allocated for this purpose.	64	-	64	-
PCYP-I-7 (C&F)	Kinship Care – Part 13 of the Children and Young People (Scotland) Act 2014 establishes a new Kinship Care Order and places duties on local authorities to provide additional assistance and support to children (and families) where an order is in place. The children subject to these orders will not be subject to the Children's Hearing system, so the supports are in addition to those provided to the existing group of kinship carers who care for looked after children. Additional Scottish Government Grant allocated for this purpose.	57	-	57	-

Priority Ref.	Proposal	<u>2015/16</u> <u>Ongoing</u> <u>£'000</u>	<u>2015/16</u> <u>One-off</u> <u>£'000</u>	<u>2015/16</u> <u>Total</u> <u>£'000</u>	<u>2015/16</u> <u>Staff Impact</u> <u>FTE</u>
PCYP-I-8 (C&F)	Changed Eligibility for Aftercare – This additional monies is linked to the additional throughcare and after care duties. As well as extending the age range for the new act also widens the criteria for eligibility. Additional Scottish Government Grant allocated for this purpose.	15	-	15	-
PCYP-I-9 (PS)	GIRFEC – The Children and Young People (Scotland) Act 2014 enshrines in legislation the GIRFEC principles. GIRFEC is well established in Angus however the additional monies are required to consolidate its implementation through additional training and staff development. Additional Scottish Government Grant allocated for this purpose.	9	-	9	-
	TOTAL INVESTMENT PROPOSALS	1,841	0	1,841	3.0

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

The budget proposals have been considered from a risk perspective and where significant risks have been identified plans are in place to monitor and manage these risks.

Equalities Implications

All budget savings proposals have been the subject of consideration from an equalities perspective.

REVENUE BUDGET SUBMISSION 2015/16 to 2016/17

Strategic Directorate: - People
Service: – Adult Services

Overall Strategy for the Service

Angus Community Plan and Single Outcome Agreement 2011-14:

- Communities that are caring and healthy
- Communities that are safe, secure and vibrant

Adult care will contribute to the SOA by

- We will improve the health and wellbeing of our people and reduce inequalities
- Individuals will be supported in their own communities with good quality services
- We will reduce the risk of harm to vulnerable people
- We will minimise the impact of crime on the community
- We will reduce the harm caused by alcohol and drugs in the community

Adult Services delivers the following social work services to members of the public in Angus: Older People's Services; Services for People with Physical or Sensory Disabilities; Learning Disabilities Service; Mental Health Service; Substance Misuse including BBV Service; Criminal Justice Service; Homelessness Support Service; Adult Protection; and Volunteer Services.

Social work services are delivered on a statutory basis in order to fulfil our duties in law or in regulation prescribed by the Scottish Government. There is an absolute duty to deliver these services, that is, they cannot be compromised in times of financial hardship, although managers will continuously attempt to find more efficient ways of delivering them. The Local Authority also has legal powers to deliver services. These powers may be exercised, as opposed to duties, which *must* be carried out. Generally, powers are exercised in order to support the fulfilment of duties, but a contraction of services which are delivered only on the basis of powers is a common response to financial hardship. Within Adult Services, the changes necessitated by budget savings in previous years have meant that there is a very strong focus on what we must do within our statutory duties. Adult Services is working within a context of increased demand, increased complexity, and increased expectations of performance through improved national standards.

A number of significant changes have taken place in Adult Services in the last eighteen months and continue to develop. A number of Services are poised to join the Health and Social Care Integration Partnership by April 2016. Self-Directed Support (SDS) was introduced in April 2014. The Scottish Government views SDS implementation as a ten year programme. The financial implications for our Services, especially from individual budgets and increased choice, can only be anticipated to a degree; the rest will be discovered as the system beds in. Criminal Justice services will be reintegrated within the Local Authority from Spring 2016, but this is an ongoing, transitional process until that time. There are significant new demands for the provision of specialist accommodation for people with learning disabilities and people with mental health needs. Our current provision does not meet new Government standards, for example as outlined in "Keys to Life", and in some instances falls short of our defined duties.

Our overall approach is, first and foremost, to ensure that budget management is driven by strategy, and that there are appropriate systems and resources in place to ensure the effective delivery of our statutory duties. We need to be clear in each of the component parts of Adult Services what our statutory duties are and therefore what our key deliverables must be. This leads to an approach of determining what it is that we wish to prioritise, protect or strengthen, and what we can reduce or cease doing.

We have a strong emphasis on continuous improvement in the service based on self-evaluation and performance management. We are in the

process of developing a new performance management system for Adult Services. We are engaged in a number of service reviews across Adult Services linked to the Directorate budget plan. We engage with partners and stakeholders, including service users, in developing our services. We have well developed corporate governance arrangements in place.

The main risks to the successful delivery of the overall savings package are: poor initial impact analysis; an insufficiently collegiate approach so that consequences for other areas of activity are not anticipated; that we are unable to compete in the market with independent service providers post-SDS; that new statutory duties mean that we incur new costs, or that the changes they introduce prove to be more expensive than previous methods; that changes to national performance standards increases the complexity of social work tasks and the time and cost needed to deliver these; that volume demand for services (often related to demographic change) increases beyond our capacity to deliver within cost limits; and that we cannot secure planned revenue from our partners.

The 2014/15 total net cost of Adult Services is £44.001m (excl. CSS costs). This cost is projected to increase by 0.6% to £44.254m in 2015/16 due to allowable growth items, BEFORE allowing for any impact of the proposals in this paper. Should the proposals contained in this paper be approved, the net cost is projected to increase by 2.2% to £44.955m.

Table 1 - Analysis of Costs by Service Area

Service Area	2014/15 Final Budget (per RB2 & RB3) £'000	2015/16 Provisional Budget (allowable) (per RB2 & RB3) £'000	Impact of 2015/16 Savings Proposals (per Table 2) £'000	Impact of 2015/16 Investment Proposals (per Table 3) £'000	2015/16 Provisional Budget £'000
Older People	29,094	29,153	(933)	1,311	29,531
People with Physical & Sensory Difficulties	2,612	2,594	-	26	2,620
People with Learning Disabilities	9,041	9,035	-	421	9,456
People with Mental Health Needs	1,352	1,354	-	55	1,409
People with Addictions/Substance Abuse	419	419	(35)	3	387
Criminal Justice Service	0	3	(42)	-	(39)
Homelessness	911	921	(115)	10	816
Welfare Rights	572	572	-	-	572
Business Support	-	203	-	-	203
TOTAL NET EXPENDITURE	44,001	44,254	(1,125)	1,826	44,955

Table 2 - Summary of Savings Proposals (Total)

	2015/16 £'000	2016/17 £'000	Total £'000
Total Value of Savings Approved per Report 84/14 (Table 5a)	(1,904)	(805)	(2,709)
Savings No Longer Considered Deliverable	1,450	626	2,076
Proposed Amendments to Savings (per Table 5b)	(671)	(1,277)	(1,948)
TOTAL REVISED SAVINGS PROPOSALS	(1,125)	(1,456)	(2,581)

Table 3 - Summary of Investment Proposals (Total)

Service Area	2015/16 Ongoing £'000	2015/16 One-off £'000	2015/16 Total £'000
Older People	1,215	96	1,311
People with Physical & Sensory Difficulties	26	-	26
People with Learning Disabilities	421	-	421
People with Mental Health Needs	55	-	55
People with Addictions/Substance Abuse	3	-	3
Criminal Justice Service	-	-	0
Homelessness	10	-	10
Welfare Rights	-	-	0
TOTAL INVESTMENT PROPOSALS	1,730	96	1,826

Table 4 - Summary of Net Impact on Full Time Equivalent Staff

Service Area	2015/16 FTE	2016/17 FTE	Total
Older People	-24.9	-23.0	-47.9
People with Physical & Sensory Difficulties	-	-	0
People with Learning Disabilities	-	-	0
People with Mental Health Needs	1.0	-	1.0
People with Addictions/Substance Abuse	-1.0	-	-1.0
Criminal Justice Service	-1.0	-	-1.0
Homelessness	-	-	0
Welfare Rights	-	-	0
TOTAL FULL TIME EQUIVALENT STAFF	-25.9	-23.0	-48.9

Table 5a - Savings Proposals 2014/15 – 2016/17 – Approved per report 84/14

Set out below are the budget savings proposals approved per report 84/14 for 14/15, 15/16 and 16/17. **The savings indicated by an asterisk (*) and shading are no longer considered deliverable, or require refinement e.g. re-phasing in light of a change of circumstance.** Proposed Amendments / Alternative Savings are listed in table 5b.

Priority Ref.	Description of Saving	Saving Category#	Base Budget £'000	2014/15 Ongoing Saving £'000	2015/16 Ongoing Saving £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2014/15 Staff Impact FTE	2015/16 Staff Impact FTE	2016/17 Staff Impact FTE
PAS-S-1 (OP)	Income from increased fees – Residential and Non-Residential	Increased Income	9,558	102	98	98	-	-	-	-
PAS-S-2 (OP)	Income from Review of Charging Policy	Increased Income	3,272	-	50	-	-	-	-	-
PAS-S-3 (OP)	Amend Policy regarding Hospital Discharge	Increased Income	3,272	20	-	-	-	-	-	-
PAS-S-4 (OP)	Increase Community Alarm Charges to £4.50 per week	Increased Income	3,272	-	68	-	-	-	-	-
PAS-S-5 (OP)	Home Care Resource Managers LG11 x 2.0 FTE	Efficiency	86	84	-	-	84	-2.0	-	-
PAS-S-6 (OP)	Review of Clerical Support	Efficiency	18	18	-	-	18	-1.0	-	-
PAS-S-7 (PPSI)	Angus Care & Repair - reduction in service level agreement arising from renegotiation of existing agreement	Efficiency	134	50	-	-	50	-	-	-
PAS-S-8 (PASA)	Reduce staff in Alcohol, Drug and Blood Borne Virus Services	Efficiency	308	-	35	-	35	-	-1.0	-
PAS-S-9 (H)	Undertake a joint review of homelessness services with Communities Directorate to achieve a 15% saving over three years.	Stop/Reduce	909	22	115	-	22	-1.0	-	-
*PAS-S-10 (OP)	Community Meals Service restructure to one delivery per day per committee report 209/13	Transformation	1,087	-	-	400	400	-	-	-10.9

Priority Ref.	Description of Saving	Saving Category#	Base Budget £'000	2014/15 Ongoing Saving £'000	2015/16 Ongoing Saving £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2014/15 Staff Impact FTE	2015/16 Staff Impact FTE	2016/17 Staff Impact FTE
PAS-S-11 (OP)	Cease local authority contribution to Salvation Army Pension & Shopping – this is a continuation of a previously agreed service reduction	Stop/Reduce	120	120	-	-	120	-	-	-
PAS-S-12 (OP)	Reduce On-Call Provision	Stop/Reduce	3,965	11	-	-	11	-	-	-
*PAS-S-13 (OP)	Accelerate reduction in Home Support - this is a continuation of a previously agreed service reduction	Stop/Reduce	752	150	376	226	752	-8.8	-22.0	-13.0
PAS-S-14 (OP)	Rationalisation of Staff Numbers	Efficiency	858	108	22	55	185	-3.0	-1.0	-1.0
PAS-S-15 (OP)	Review mainstream Daycare places in the voluntary sector (14) – this saving links to PAS-S-28	Transformation	735	-	26	26	52	-	-	-
PAS-S-16 (OP)	Visual Impairment Team outsourcing services	Efficiency	102	10	-	-	10	-3.0	-	-
PAS-S-17 (PPSI)	Change balance of delivery of model for daycare service for adults from building to community based	Transformation	323	39	-	-	39	-1.0	-	-
PAS-S-18 (PLD)	Secure income from Health for Complex Cases in Learning Disabilities	Increased income	1,056	29	-	-	-	-	-	-
PAS-S-19 (OP)	Review of high cost packages	Transformation	15,426	98	-	-	-	-	-	-
PAS-S-20 (PMHN)	Review of Cliffview Court and Chapel Bond staffing numbers	Efficiency	70	70	-	-	70	-	-	-
PAS-S-21 (OP)	Commission Short Breaks Service	Efficiency	163	70	-	-	70	-	-	-
*PAS-S-22 (OP)	Implement test of change in relation to Self Directed Support	Transformation	4,372	-	120	-	120	-	-	-
PAS-S-23 (OP)	Review the Taxicard Scheme	Stop/Reduce	41	41	-	-	41	-	-	-

Priority Ref.	Description of Saving	Saving Category#	Base Budget £'000	2014/15 Ongoing Saving £'000	2015/16 Ongoing Saving £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2014/15 Staff Impact FTE	2015/16 Staff Impact FTE	2016/17 Staff Impact FTE
PAS-S-24 (PPSI)	Portable Appliance Testing – cease contract with NHS Tayside & provide in-house	Efficiency	32	8	-	-	8	-	-	-
*PAS-S-25 (OP)	Review of Housing Support / Sheltered Housing	Transformation	7,441	120	781	-	-	-	-	-
*PAS-S-26 (CJS)	Limit spending in Criminal Justice Services to the funding provided by the Scottish Government (c. £1.4m)	Stop/Reduce	45	-	45	-	-	-	-1.0	-
PAS-S-27 (OP)	Review operation of Laundry Service	Transformation	102	40	40	-	80	-4.0	-	-
PAS-S-28 (OP)	Review Specialist Day Care for Older People by 1 day per week (Local Authority) - this saving links to PAS-S-15	Stop/Reduce	4,227	95	-	-	-	-4.5	-	-
*PAS-S-29 (OP)	Review the provision of Intermediate Care Beds.	Stop/Reduce	173	-	128	-	-	-	-	-
	TOTAL SAVINGS PROPOSALS			1,305	1,904	805	2,167	-28.3	-25.0	-24.9

Table 5b - Proposed Amendment / Alternative Saving(s):-

<u>Priority Ref.</u>	<u>Description of Saving</u>	<u>Saving Category#</u>	<u>Base Budget £'000</u>	<u>2015/16 Ongoing Saving £'000</u>	<u>2016/17 Ongoing Saving £'000</u>	<u>Total Cashable Efficiency £'000</u>	<u>2015/16 Staff Impact FTE</u>	<u>2016/17 Staff Impact FTE</u>
PAS-S-10 (OP)	Community Meals Service reduce to one delivery per day	Transformation	1,087	400	-	400	-10.9	-
PAS-S-13 (OP)	Accelerate reduction in Home Support to a point of closure. The closure will take place during 2015/16. The People Directorate will bring a report to the Social Work and Health Committee in April outlining the process.	Stop/reduce	605	229	376	602	-13.0	-22.0
PAS-S-22 (OP)	Implement test of change in relation to Self Directed Support	Transformation	4,372	-	120	120	-	-
PAS-S-25 (OP)	Review Housing Support/Sheltered Housing	Transformation	7,321	-	781	-	-	-
PAS-S-26 (CJS)	Limit spending in Criminal Justice Services to the funding provided by the Scottish Government (c. £1.4m)	Stop/Reduce	0	42	-	-	-1.0	-
PAS-S-29 (OP)	Review the provision of intermediate care beds	Stop/reduce	173	-	-	-	-	-
	TOTAL			671	1,277	1,122	-24.9	-22.0

Efficiency / Transformation / Stop/reduce / Increased Income (please refer to Introduction & Background report for definitions).

Table 6 - Investment Bids 2015/16

Set out below are **the investment bids recommended for approval for 2015/16** listed in priority order and split between ongoing and one-off investments. Bids are restricted to 2015/16 only as investment bids affecting later years may be subject to significant change due to changing circumstances and uplifts provided are dependent on the level of overall resources available to the council which can only be determined in any particular year.

Priority Ref.	Proposal	2015/16 Ongoing £'000	2015/16 One-off £'000	2015/16 Total £'000	2015/16 Staff Impact FTE
PAS-I-1 (OP)	Third party inflation – Older People	357	-	357	-
PAS-I-2 (MHN)	People with Mental Health Needs	13	-	13	-
PAS-I-3 (PSI)	People with Physical and Sensory Impairment	26	-	26	-
PAS-I-4 (LD)	People with Learning Disabilities	121	-	121	-
PAS-I-5 (ASA)	People with Addiction/Substance Abuse	3	-	3	-
PAS-I-6 (H)	Homelessness	10	-	10	-
	TOTAL	530		530	
PAS-I-7 (OP)	Demographics – increased demand for services as a result of demographic changes.	750	-	750	-
PAS-I-8 (LD)	Children in transition (Learning Disabilities)	300	-	300	-
PAS-I-9 (OP)	PPP – impact of inflationary increases on the unitary charge (Beechhill House). There is a historic one-off element to align the budget with the current costs (£96k) plus the annual impact of £12k (2.7%) for 2015/16.	108	-	108	-
PAS-I-10 (MHN)	Mental Health Officer – additional resource required to fund additional post to fulfil statutory duties in this service area, largely for provision of guardianship functions, as a result of increased demand for services.	42	-	42	1.0
PAS-I-11 (OP)	Self Directed Support – additional Scottish Government Grant received to continue the implementation of the new legislation.	-	96	96	-
	TOTAL INVESTMENT PROPOSALS	1,730	96	1,826	1.0

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

The budget proposals have been considered from a risk perspective and where significant risks have been identified plans are in place to monitor and manage these risks.

Equalities Implications

All budget savings proposals have been the subject of consideration from an equalities perspective.

REVENUE BUDGET SUBMISSION 2015/16 to 2016/17

Strategic Directorate: - People
Service: – Quality and Performance

Overall Strategy for the Service

Quality and Performance contributes to the following local SOA outcomes:

3. Our children and young people are confident individuals, effective contributors, successful learners and responsible citizens
8. We have improved the health and wellbeing of our people and inequalities are reduced
9. Individuals are supported in their own communities with good quality services

This is mainly achieved by ensuring that the People Directorate has appropriate systems and structures in place to deliver on its agreed priorities and outcomes. We are enhancing our collection, validation and use of information (quantitative and qualitative). This will lead to a robust and meaningful performance management framework for the Directorate.

Over the next three years we will be developing processes and interventions to ensure that all teams have effective and efficient systems in place to monitor performance and to evaluate their service.

We will also engage in a series of service reviews (linked to the saving strategy for the Directorate) to ensure that there is appropriate challenge and assessment to improve efficiency and monitor the impact on outcomes. Quality and Performance supports service reviews to ensure any impact of change is monitored for quality and best value.

It is intended that these activities will ensure that:

- we have a sustained focus on performance and outcomes;
- we have a sound basis for service planning and decision-making;
- we foster a culture of continuous improvement;
- we engage with service users and other partners in planning improvements and developments;
- we have effective corporate governance arrangements in place.

Savings within Quality and Performance will be achieved by implementing the review of HQ functions that was undertaken in the first half of 2014/15. The change in the value of this saving is due to budgets being recast in the light of Council-wide service reviews, making it impossible to deliver the level of savings identified in the People Directorate budget.

The 2014/15 total net cost of Quality and Performance is £5.352m (excl. CSS costs). This cost is projected to decrease by 14.9% to £4.557m in 2015/16 due to allowable growth items and budget virements, BEFORE allowing for any impact of the proposals in this paper. Should the proposals contained in this paper be approved, the net cost is projected to decrease by 22.7% to £4.136m.

Table 1 - Analysis of Costs by Service Area

Service Area	2014/15 Final Budget (per RB2 & RB3) £'000	2015/16 Provisional Budget (allowable) (per RB2 & RB3) £'000	Impact of 2015/16 Savings Proposals (per Table 2) £'000	Impact of 2015/16 Investment Proposals (per Table 3) £'000	2015/16 Provisional Budget £'000
Quality & Performance	5,352	4,557	(440)	19	4,136
TOTAL NET EXPENDITURE	5,352	4,557	(440)	19	4,136

Table 2 - Summary of Savings Proposals (Total)

	2015/16 £'000	2016/17 £'000	Total £'000
Total Value of Savings Already per Report 84/14 (Table 5a)	(878)	(972)	(1,850)
Savings No Longer Considered Deliverable	200	200	400
Proposed Amendments to Savings (per Table 5b)	(130)	(130)	(260)
Savings Transferred out to Schools & Learning (Supp for Pupils)	70	95	165
Savings Transferred out to Schools & Learning (EDS)	326	589	915
Savings Transferred in to Quality & Performance	(28)	-	(28)
TOTAL REVISED SAVINGS PROPOSALS	(440)	(218)	(658)

Table 3 - Summary of Investment Proposals (Total)

Service Area	2015/16 Ongoing £'000	2015/16 One-off £'000	2015/16 Total £'000
Quality & Performance	19	-	19
TOTAL INVESTMENT PROPOSALS	19	0	19

Table 4 - Summary of Net Impact on Full Time Equivalent Staff

Service Area	2015/16 FTE	2016/17 FTE	Total
Quality & Performance	-11.2	-7.9	-19.1
TOTAL FULL TIME EQUIVALENT STAFF	-11.2	-7.9	-19.1

Table 5a - Savings Proposals 2014/15 – 2016/17 – Approved per report 84/14

Set out below are the budget savings proposals approved per report 84/14 for 14/15, 15/16 and 16/17. **The savings indicated by an asterisk (*) and shading are no longer considered deliverable, or require refinement e.g. re-phasing in light of a change of circumstance.** Proposed Amendments / Alternative Savings are listed in table 5b.

Priority Ref.	Description of Saving	Saving Category#	Base Budget	2014/15 Ongoing Saving £'000	2015/16 Ongoing Saving £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2014/15 Staff Impact FTE	2015/16 Staff Impact FTE	2016/17 Staff Impact FTE
PQ&P-S-1 (Q&P)	Departmental Admin - Reduction of training budget from April 2014	Reduce	21	11	-	-	-	-	-	-
PQ&P-S-2 (Q&P)	Integrate Child Protection and Adult Protection Committee Strategic Support Service by merging posts and deleting vacancies.	Efficiency	186	60	-	-	60	-2.0	-	-
PQ&P-S-3 (SP)	Transferred to Schools & Learning Support for pupils - phased reduction and removal of clothing grants.	Stop/Reduce	165	50	50	65	-	-	-	-
PQ&P-S-4 (EDS)	Transferred to Schools & Learning Facilitating School Improvements (Educational Development Service) - reduce/remove miscellaneous budgets – Modern Languages in Primary Schools, School Improvement, resource allocations, supplies and services, business engagement, On2Feet.	Stop/Reduce	163	54	54	55	-	-	-	-
PQ&P-S-5 (EDS)	Transferred to Schools & Learning Facilitating School Improvements (Educational Development Services) – 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	40	40	36	-	-	-	-

Priority Ref.	Description of Saving	Saving Category#	Base Budget	2014/15 Ongoing Saving £'000	2015/16 Ongoing Saving £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2014/15 Staff Impact FTE	2015/16 Staff Impact FTE	2016/17 Staff Impact FTE
PQ&P-S-6 (EDS)	Transferred to Schools & Learning Facilitating School Improvements (Educational Development Services (EDS)) –review the EDS 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	370	232	450	-	-6.0	-3.0	-7.5
PQ&P-S-7 (Q&P)	Reduce Finance processing section	Efficiency	492	-	35	-	35	-	-1.6	-
*PQ&P-S-8 (Q&P)	Education Services – Departmental Administration – reduce Local Government (LG) staff. It is anticipated that this will be met by natural turnover in 2014/15. However it may require ER/VR in subsequent years.	Reduce	1,429	100	200	200	-	-4.0	-8.0	-8.0
PQ&P-S-9 (EDS)	Transferred to Schools & Learning Facilitating School Improvements (Educational Development Services) - Opportunities for All - contain costs within additional funding	Reduce	48	-	-	48	-	-	-	-1.0
PQ&P-S-10 (Q&P)	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	73	247	88	-	-2.0	-5.0	-2.9
PQ&P-S-11 (SP)	Transferred to Schools & Learning Support for Pupils - improved efficiency and remove funding for investment within Tayside Contracts Catering Services.	Efficiency	1,896	100	-	-	100	-	-	-

<u>Priority Ref.</u>	<u>Description of Saving</u>	<u>Saving Category#</u>	<u>Base Budget</u>	<u>2014/15 Ongoing Saving £'000</u>	<u>2015/16 Ongoing Saving £'000</u>	<u>2016/17 Ongoing Saving £'000</u>	<u>Total Cashable Efficiency £'000</u>	<u>2014/15 Staff Impact FTE</u>	<u>2015/16 Staff Impact FTE</u>	<u>2016/17 Staff Impact FTE</u>
PQ&P-S-12 (SP)	Transferred to Schools & Learning Undertake a review of school and social work transport services.	Efficiency	2,985	-	20	30	-	-	-	-
	TOTAL SAVINGS PROPOSALS			858	878	972	195	-14.0	-17.6	-19.4
PQ&P-S-13 (Q&P) Old Ref = PC&YPS-S-8 (C&F)	Transferred from Children & Young People Review Community Assessment and Review Officer Service.	Efficiency	369	-	28	-	28	-	-0.6	-

Table 5b - Proposed Amendment / Alternative Saving(s):-

<u>Priority Ref.</u>	<u>Description of Saving</u>	<u>Saving Category#</u>	<u>Base Budget £'000</u>	<u>2015/16 Ongoing Saving £'000</u>	<u>2016/17 Ongoing Saving £'000</u>	<u>Total Cashable Efficiency £'000</u>	<u>2015/16 Staff Impact FTE</u>	<u>2016/17 Staff Impact FTE</u>
PQP-S-8 (Q&P)	Education Services – Directorate Support – reduce Local Government (LG) staff levels target, in light of recast budgets and the transfer of staffing & finance functions. Some additional savings will be available as a result of the Resources – Finance Service Review but this will not cover the shortfall. This figure is currently being determined.	Reduce	1,329	130	130	-	-5.0	-5.0
	TOTAL			130	130	0	-5.0	-5.0

Efficiency / Transformation / Stop/reduce / Increased Income (please refer to Introduction & Background for definitions)

Table 6 - Investment Bids 2015/16

Set out below are **the investment bids recommended for approval for 2015/16** listed in priority order and split between ongoing and one-off investments. Bids are restricted to 2015/16 only as investment bids affecting later years may be subject to significant change due to changing circumstances and uplifts provided are dependent on the level of overall resources available to the council which can only be determined in any particular year.

<u>Priority Ref.</u>	<u>Proposal</u>	<u>2015/16 Ongoing £'000</u>	<u>2015/16 One-off £'000</u>	<u>2015/16 Total £'000</u>	<u>2015/16 Staff Impact FTE</u>
PQP-I-1	Increased child protection demands – additional staffing resource is required to deal with increased child protection demands (+42% over the past 3 years) to ensure the Council fulfils its duties to investigate concerns or supervise children on the child protection register.	19	-	19	1.0
	TOTAL INVESTMENT PROPOSALS	19	0	19	1.0

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

The budget proposals have been considered from a risk perspective and where significant risks have been identified plans are in place to monitor and manage these risks.

Equalities Implications

All budget savings proposals have been the subject of consideration from an equalities perspective.

**2015/16
Provisional Revenue Budget
(Including Budget Savings Proposals 2015/16 to 2016/17)**

Communities Directorate

REVENUE BUDGET 2015/16
 DIRECTORATE:
 BUSINESS UNIT:
 SERVICE:

COMMUNITIES

SUMMARY

Sept. '14 Prices

	<u>Final Budget @ Outturn Prices 2014/15 £'000's</u>	<u>Provisional Base Budget Submission (Before Investments & Savings) 2015/16 £'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 2015/16 £'000</u>
Communities Directorate	413	413	0	0	0	413
Business Improvement & Support	399	400	0	0	(83)	317
Regulatory, Protective & Prevention Services	16,483	16,546	920	50	(403)	17,113
Technical & Property Services	19,294	19,250	362	0	(560)	19,052
Planning & Place	4,966	4,927	54	0	(169)	4,812
Services to Communities	7,359	7,375	87	128	(279)	7,311
TOTAL COMMUNITIES	48,914	48,911	1,423	178	(1,494)	49,018

REVENUE BUDGET 2015/16

DIRECTORATE:

BUSINESS UNIT:

SERVICE:

COMMUNITIES

BUSINESS SUPPORT

COMMUNITIES DIRECTORATE

Sept. '14 Prices

	<u>Final</u> <u>Budget</u> <u>@ Outturn</u> <u>Prices</u> <u>2014/15</u> <u>£'000's</u>	<u>Provisional</u> <u>Base Budget</u> <u>Submission</u> <u>(Before</u> <u>Investments</u> <u>& Savings)</u> <u>2015/16</u> <u>£'000</u>	<u>Investment</u> <u>Bids</u> <u>Ongoing</u> <u>£'000</u>	<u>Investment</u> <u>Bids</u> <u>One-Off</u> <u>£'000</u>	<u>Budget</u> <u>Savings</u> <u>Applied</u> <u>£'000</u>	<u>Revised</u> <u>Base Budget</u> <u>Submission</u> <u>2015/16</u> <u>£'000</u>
Expenditure						
Employee Costs	11	11	0	0	0	11
Property Costs	250	250	0	0	0	250
Supplies & Services	30	30	0	0	0	30
Transport Costs	0	0	0	0	0	0
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Recharge Costs (Internal)	152	152	0	0	0	152
Capital Charges	0	0	0	0	0	0
Support Services	0	0	0	0	0	0
CFCR	0	0	0	0	0	0
Total Expenditure	443	443	0	0	0	443
Income						
Specific Government Grants	0	0	0	0	0	0
Other Grants	0	0	0	0	0	0
Recharge Income (Internal)	30	30	0	0	0	30
Fees, Charges etc.	0	0	0	0	0	0
Other Income	0	0	0	0	0	0
Total Income	30	30	0	0	0	30
NET EXPENDITURE	413	413	0	0	0	413

REVENUE BUDGET 2015/16

DIRECTORATE:
BUSINESS UNIT:
SERVICE:

COMMUNITIES
 BUSINESS SUPPORT
BUSINESS SUPPORT & IMPROVEMENT

Sept. '14 Prices

	<u>Final</u> <u>Budget</u> <u>@ Outturn</u> <u>Prices</u> <u>2014/15</u> <u>£'000's</u>	<u>Provisional</u> <u>Base Budget</u> <u>Submission</u> <u>(Before</u> <u>Investments</u> <u>& Savings)</u> <u>2015/16</u> <u>£'000</u>	<u>Investment</u> <u>Bids</u> <u>Ongoing</u> <u>£'000</u>	<u>Investment</u> <u>Bids</u> <u>One-Off</u> <u>£'000</u>	<u>Budget</u> <u>Savings</u> <u>Applied</u> <u>£'000</u>	<u>Revised</u> <u>Base Budget</u> <u>Submission</u> <u>2015/16</u> <u>£'000</u>
Expenditure						
Employee Costs	824	825	0	0	(83)	742
Property Costs	3	3	0	0	0	3
Supplies & Services	33	33	0	0	0	33
Transport Costs	4	4	0	0	0	4
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Recharge Costs (Internal)	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0
Support Services	0	0	0	0	0	0
CFCR	0	0	0	0	0	0
Total Expenditure	864	865	0	0	(83)	782
Income						
Specific Government Grants	0	0	0	0	0	0
Other Grants	0	0	0	0	0	0
Recharge Income (Internal)	465	465	0	0	0	465
Fees, Charges etc.	0	0	0	0	0	0
Other Income	0	0	0	0	0	0
Total Income	465	465	0	0	0	465
NET EXPENDITURE	399	400	0	0	(83)	317

REVENUE BUDGET 2015/16

DIRECTORATE:

BUSINESS UNIT:

SERVICE:

COMMUNITIES

REGULATORY, PROTECTIVE & PREVENTION SERVICES

SUMMARY

Sept. '14 Prices

	<u>Final Budget @ Outturn Prices 2014/15 £'000's</u>	<u>Provisional Base Budget Submission (Before Investments & Savings) 2015/16 £'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 2015/16 £'000</u>
Expenditure						
Employee Costs	11,630	11,643	20	0	(263)	11,400
Property Costs	1,173	1,148	0	0	0	1,148
Supplies & Services	5,219	5,269	376	20	(31)	5,634
Transport Costs	4,444	4,469	155	30	(40)	4,614
Third Party Payments	896	896	0	0	(27)	869
Transfer Payments	0	0	0	0	0	0
Recharge Costs (Internal)	5	5	0	0	0	5
Capital Charges	1,086	1,086	0	0	0	1,086
Support Services	0	0	0	0	0	0
CFCR	630	630	0	0	0	630
Total Expenditure	25,083	25,146	551	50	(361)	25,386
Income						
Specific Government Grants	0	0	0	0	0	0
Other Grants	251	251	0	0	0	251
Recharge Income (Internal)	1,245	1,245	0	0	0	1,245
Fees, Charges etc.	6,779	6,779	(369)	0	42	6,452
Other Income	325	325	0	0	0	325
Total Income	8,600	8,600	(369)	0	42	8,273
NET EXPENDITURE	16,483	16,546	920	50	(403)	17,113

REVENUE BUDGET 2015/16

DIRECTORATE:
BUSINESS UNIT:
SERVICE:

COMMUNITIES
TECHNICAL & PROPERTY SERVICES
SUMMARY

Sept. '14 Prices

	<u>Final</u> <u>Budget</u> <u>@ Outturn</u> <u>Prices</u> <u>2014/15</u> <u>£'000's</u>	<u>Provisional</u> <u>Base Budget</u> <u>Submission</u> <u>(Before</u> <u>Investments</u> <u>& Savings)</u> <u>2015/16</u> <u>£'000</u>	<u>Investment</u> <u>Bids</u> <u>Ongoing</u> <u>£'000</u>	<u>Investment</u> <u>Bids</u> <u>One-Off</u> <u>£'000</u>	<u>Budget</u> <u>Savings</u> <u>Applied</u> <u>£'000</u>	<u>Revised</u> <u>Base Budget</u> <u>Submission</u> <u>2015/16</u> <u>£'000</u>
Expenditure						
Employee Costs	6,868	6,911	0	0	(188)	6,723
Property Costs	559	485	75	0	0	560
Supplies & Services	785	815	0	0	(12)	803
Transport Costs	227	229	0	0	(10)	219
Third Party Payments	16,397	16,432	287	0	(343)	16,376
Transfer Payments	0	0	0	0	0	0
Recharge Costs (Internal)	2,803	2,803	0	0	(61)	2,742
Capital Charges	0	0	0	0	0	0
Support Services	0	0	0	0	0	0
CFCR	0	0	0	0	0	0
Total Expenditure	27,639	27,675	362	0	(614)	27,423
Income						
Specific Government Grants	0	0	0	0	0	0
Other Grants	0	0	0	0	0	0
Recharge Income (Internal)	3,321	3,360	0	0	(61)	3,299
Fees, Charges etc.	3,229	3,270	0	0	7	3,277
Other Income	1,795	1,795	0	0	0	1,795
Total Income	8,345	8,425	0	0	(54)	8,371
NET EXPENDITURE	19,294	19,250	362	0	(560)	19,052

REVENUE BUDGET 2015/16
DIRECTORATE:
BUSINESS UNIT:
SERVICE:

COMMUNITIES
 PLANNING & PLACE
SUMMARY

Sept. '14 Prices

	<u>Final</u> <u>Budget</u> <u>@ Outturn</u> <u>Prices</u> <u>2014/15</u> <u>£'000's</u>	<u>Provisional</u> <u>Base Budget</u> <u>Submission</u> <u>(Before</u> <u>Investments</u> <u>& Savings)</u> <u>2015/16</u> <u>£'000</u>	<u>Investment</u> <u>Bids</u> <u>Ongoing</u> <u>£'000</u>	<u>Investment</u> <u>Bids</u> <u>One-Off</u> <u>£'000</u>	<u>Budget</u> <u>Savings</u> <u>Applied</u> <u>£'000</u>	<u>Revised</u> <u>Base Budget</u> <u>Submission</u> <u>2015/16</u> <u>£'000</u>
Expenditure						
Employee Costs	4,002	4,013	0	0	(50)	3,963
Property Costs	320	320	0	0	0	320
Supplies & Services	592	592	0	0	0	592
Transport Costs	129	129	0	0	0	129
Third Party Payments	1,410	1,388	54	0	(119)	1,323
Transfer Payments	26,558	26,558	0	0	0	26,558
Recharge Costs (Internal)	758	758	0	0	0	758
Capital Charges	0	0	0	0	0	0
Support Services	0	0	0	0	0	0
CFCR	0	0	0	0	0	0
Total Expenditure	33,769	33,758	54	0	(169)	33,643
Income						
Specific Government Grants	0	0	0	0	0	0
Other Grants	26,997	27,051	0	0	0	27,051
Recharge Income (Internal)	319	319	0	0	0	319
Fees, Charges etc.	1,354	1,355	0	0	0	1,355
Other Income	133	106	0	0	0	106
Total Income	28,803	28,831	0	0	0	28,831
NET EXPENDITURE	4,966	4,927	54	0	(169)	4,812

REVENUE BUDGET 2015/16

DIRECTORATE:
BUSINESS UNIT:
SERVICE:

**COMMUNITIES
SERVICES TO COMMUNITIES
SUMMARY**

Sept. '14 Prices

	<u>Final Budget @ Outturn Prices 2014/15 £'000's</u>	<u>Provisional Base Budget Submission (Before Investments & Savings) 2015/16 £'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 2015/16 £'000</u>
Expenditure						
Employee Costs	7,629	7,645	0	76	(223)	7,498
Property Costs	2,921	2,921	22	40	0	2,983
Supplies & Services	1,181	1,181	65	12	(16)	1,242
Transport Costs	225	225	0	0	(4)	221
Third Party Payments	157	157	0	0	(30)	127
Transfer Payments	0	0	0	0	0	0
Recharge Costs (Internal)	0	0	0	0	0	0
Capital Charges	30	30	0	0	0	30
Support Services	0	0	0	0	0	0
CFCR	0	0	0	0	0	0
Total Expenditure	12,143	12,159	87	128	(273)	12,101
Income						
Specific Government Grants	0	0	0	0	0	0
Other Grants	134	138	0	0	0	138
Recharge Income (Internal)	402	402	0	0	0	402
Fees, Charges etc.	3,877	3,879	0	0	66	3,945
Other Income	371	365	0	0	(60)	305
Total Income	4,784	4,784	0	0	6	4,790
NET EXPENDITURE	7,359	7,375	87	128	(279)	7,311

REVENUE BUDGET SUBMISSION 2015/16 to 2016/17

Strategic Directorate: - Communities
Service: – Directorate/Business Support

Overall Strategy for the Service

BUSINESS SUPPORT

This service area continues to strive to integrate the main business support elements across Communities, rationalising the number of clerical and administration staff involved in administrative and support function. This will operate on the successful hub and spoke approach adopted in the later years of Neighbourhood Services and the first full year of Communities. This concept has already achieved high savings amounting to £405,000 over the past four years, but work continues to review all business support areas within the Directorate, focusing on effective use of staff resources and streamlining back office functions, securing efficiencies that can contribute to the budget downsizing.

Two main strands of work for the section continue to be business support and business improvement, ensuring full compliance to procurement, financial and governance regulations. Added to this, there is an urgent need to develop service planning, performance reporting and business development work for the whole of the Communities Directorate.

Phase 1 of the section re-design is now complete and work has commenced on Phase 2. In the main, this involves the hub areas and work has commenced to identify and vire all business support staffing costs into one cost centre. This will strip generic business support from service specialisms, reviewing the processes that are in place. This will be done using LEAN reviews, P2P review, internal process redesign and as part of the corporate service review of all administration and clerical posts over the Council.

In preparation for this work, the Directorate has embraced the moratorium on administration and clerical posts and is working on a work force planning strategy to ensure no detriment to staff, albeit that staff may be redeployed within other service areas of the Directorate. Communities are determined to ensure that the policies relating to managing the workforce are used in our service redesigns. Challenges are ahead to deliver high quality, cost effective services within a reduced budget so we must strive to find new and efficient ways to deliver services with fewer resources. The Business Support Teams are fundamental to this, but to change, we must ensure that our workforce is flexible, multi skilled and agile. There is an essential need to maximise the opportunities for organisational and individual development that change can provide but against a background of diminishing resources.

The further savings that have been identified for years 2 and 3 are achievable as the redesign and improvements in Business Support evolves. The savings identified for Phase 2 and 3 will be focused within the spoke areas of the section.

The 2014/15 total net cost of specific Directorate/Business Support is £0.812m (excl. CSS costs). This cost is projected to increase by 0.1% to £813m in 2015/16 due to allowable growth items, BEFORE allowing for any impact of the proposals in this paper. Should the proposals contained in this paper be approved, the net cost is projected to reduce to £0.730m.

Table 1 - Analysis of Costs by Service Area

Service Area	2014/15 Final Budget (per RB2 & RB3) £'000	2015/16 Provisional Budget (allowable) (per RB2 & RB3) £'000	Impact of 2015/16 Savings Proposals (per Table 2) £'000	Impact of 2015/16 Investment Proposals (per Table 3) £'000	2015/16 Provisional Budget £'000
Communities Directorate	413	413	-	-	413
Business Support - Hub	399	400	(83)	-	317
TOTAL NET EXPENDITURE – Per Specific Budget Volume Page	812	813	(83)	0	730

Note: The above information relates to the specific Directorate / Business Support section of the Communities Directorate.

Table 2 - Summary of Savings Proposals (Total)

	2015/16 £'000	2016/17 £'000	Total £'000
Total Value of Savings Approved per Report 84/14 (Table 5a)	(83)	(79)	(162)
Savings No Longer Considered Deliverable	-	-	0
Proposed Amendments to Savings (per Table 5b)	-	-	0
TOTAL REVISED SAVINGS PROPOSALS	(83)	(79)	(162)

Table 3 - Summary of Investment Proposals (Total)

Service Area	2015/16 Ongoing £'000	2015/16 One-off £'000	2015/16 Total £'000
None	-	-	0
	-	-	0
TOTAL INVESTMENT PROPOSALS	0	0	0

Table 4 - Summary of Net Impact on Full Time Equivalent Staff

Service Area	2015/16 FTE	2016/17 FTE	Total
Communities Directorate	-	-	0
Business Support	-3.5	-3.4	-6.9
TOTAL FULL TIME EQUIVALENT STAFF	-3.5	-3.4	-6.9

Table 5a - Savings Proposals 2014/15 – 2016/17 – Approved per report 84/14

Set out below are the budget savings proposals approved per report 84/14 for 14/15, 15/16 and 16/17. **The savings indicated by an asterisk (*) and shading are no longer considered deliverable, or require refinement e.g. re-phasing in light of a change of circumstance.** Proposed Amendments / Alternative Savings are listed in table 5b.

Priority Ref.	Description of Saving	Saving Category#	Base Budget £'000	2014/15 Ongoing Saving £'000	2015/16 Ongoing Saving £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2014/15 Staff Impact FTE	2015/16 Staff Impact FTE	2016/17 Staff Impact FTE
CD&SR-S-1	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 currently sit within other administration areas of Communities but will be brought together within Business Support in a phased approach over the next three years.	Efficiency	597**	87	83	79	249	-3.7	-3.5	-3.4
TOTAL SAVINGS PROPOSALS				87	83	79	249	-3.7	-3.5	-3.4

** - this is the current staff cost budget within Business Support and excludes administrative support in other areas of Communities e.g. technical and property services

Table 5b - Proposed Amendment / Alternative Saving(s):-

<u>Priority Ref.</u>	<u>Description of Saving</u>	<u>Saving Category#</u>	<u>Base Budget £'000</u>	<u>2015/16 Ongoing Saving £'000</u>	<u>2016/17 Ongoing Saving £'000</u>	<u>Total Cashable Efficiency £'000</u>	<u>2015/16 Staff Impact FTE</u>	<u>2016/17 Staff Impact FTE</u>
	TOTAL N/A			0	0	0	0	0

Efficiency / Transformation / Stop/reduce / Increased Income (please refer to Introduction & Background for definitions)

Table 6 - Investment Bids 2015/16

Set out below are **the investment bids recommended for approval for 2015/16** listed in priority order and split between ongoing and one-off investments. Bids are restricted to 2015/16 only as investment bids affecting later years may be subject to significant change due to changing circumstances and uplifts provided are dependent on the level of overall resources available to the council which can only be determined in any particular year.

<u>Priority Ref.</u>	<u>Proposal</u>	<u>2015/16 Ongoing £'000</u>	<u>2015/16 One-off £'000</u>	<u>2015/16 Total £'000</u>	<u>2015/16 Staff Impact FTE</u>
	None	-	-	-	-
	TOTAL INVESTMENT PROPOSALS	0	0	0	0

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

The budget proposals have been considered from a risk perspective and where significant risks have been identified plans are in place to monitor and manage these risks.

Equalities Implications

All budget savings proposals have been the subject of consideration from an equalities perspective.

REVENUE BUDGET SUBMISSION 2015/16 to 2016/17

Strategic Directorate: - Communities
Service: – Regulatory, Protective and Prevention Services

Overall Strategy for the Service

Regulatory, Protective and Prevention Services is made up of four main service areas, Waste Management (including fleet services), Parks and Burial Grounds, Environmental and Consumer Protection and Public Protection and Enforcement.

The Waste Management Section is responsible for ensuring the Council meets its statutory requirements for waste management. This includes provision of waste collection services to domestic and commercial premises, street cleaning services and waste disposal. The section is also responsible for public toilet provision, a bulky waste uplift service, the operation of 7 recycling centres, operation of a landfill site and several waste bulking/transfer stations. There is also the need to develop plans and strategies in response to new national policy and legislation.

The Parks and Burial Grounds Section upkeep and maintain the Council's Parks, Cemeteries, Open Spaces and Play Areas with depots in all seven burghs ensuring the Council's statutory obligations are met in regard to burials. The section provides a comprehensive grounds maintenance service to other Council Directorates along with a landscape design and consultation service to partner agencies and community groups. The service also undertakes contract maintenance work for a number of external clients including Angus Housing Association, Angus NHS Trust and Tayside Police.

The Environmental and Consumer Protection Section has a wide range of responsibility including leading on protecting vulnerable groups through the Trading Standards Team and in Environmental Health through food safety and health and safety, environmental protection and controls on noise, air quality and drinking water. The Service is also responsible for services such as pest control and animal welfare including the dog warden service. Environmental Health and Trading Standards are largely protective and preventative services which are in the main statutory. Some of the work done in non-statutory areas such as the Angus Reputable Traders Scheme, and the protection of vulnerable adults against scams provide an invaluable service to the citizens and businesses of Angus.

Public Protection and Enforcement has responsibility for monitoring and managing key delivery actions, as well as local outcomes, indicators and targets which reflect the four main objectives of the Community Safety (CS) and Anti Social Behaviour (ASB) strategy. The Team have adopted the principles of the National Intelligence Model in the targeting of resources to address local issues. Low level analysis is also carried out as regards dog fouling, litter, fly-tipping and general community intelligence. This information is then used by Angus Community Wardens to tackle "hot-spots" where issues arise. It also allows this to be fed back to local community groups – Community Councils, Local Area Partnerships, Tenants' Groups etc and allows them to see the progress being made in these areas.

In addition, the Public Protection and Enforcement Team also have responsibilities for monitoring and coordinating unauthorised encampments of gypsy travellers in Angus. Linked and themed groups and meetings include Financial Harms Group, Environmental ASB Group, Safe as Houses, Youth Offender Monitoring Group and the Youth Joint Action Group. Public Protection and Enforcement run the successful preventative and experiential child safety project, Safe Angus.

The 2014/15 total net cost of Regulatory, Protective and Prevention Services is £16.483m (excl. CSS costs). This cost is projected to increase by 0.38% to £16.546m in 2015/16 due to allowable growth items, BEFORE allowing for any impact of the proposals in this paper. Should the proposals contained in this paper be approved, the net cost is projected to increase by 3.82% to £17.113m.

Table 1 - Analysis of Costs by Service Area

Service Area	2014/15 Final Budget (per RB2 & RB3) £'000	2015/16 Provisional Budget (allowable) (per RB2 & RB3) £'000	Impact of 2015/16 Savings Proposals (per Table 2) £'000	Impact of 2015/16 Investment Proposals (per Table 3) £'000	2015/16 Provisional Budget £'000
RPPS HQ	90	90	-	-	90
ECP – Management & Administration	324	323	(2)	-	321
Environmental Health	1,309	1,310	(60)	36	1,286
Consumer Protection	538	546	(27)	9	528
Parks & Burial Grounds HQ	178	127	-	-	127
Parks, Gardens & Ground Operations	2,834	2,935	(56)	-	2,879
Burial Grounds	(379)	(379)	(16)	-	(395)
Waste Management	10,966	10,963	(223)	500	11,240
Fleet Services	(1,304)	(1,300)	-	369	(931)
Vehicle Replacement Programme	1,086	1,086	-	-	1,086
Public Protection and Enforcement	841	845	(19)	56	882
TOTAL NET EXPENDITURE	16,483	16,546	(403)	970	17,113

Table 2 - Summary of Savings Proposals (Total)

	2015/16 £'000	2016/17 £'000	Total £'000
Total Value of Savings Approved per Report 84/14 (Table 5a)	(618)	(892)	(1,510)
Savings No Longer Considered Deliverable	375	570	945
Proposed Amendments to Savings (per Table 5c)	(160)	(785)	(945)
TOTAL REVISED SAVINGS PROPOSALS	(403)	(1,107)	(1,510)

Table 3 - Summary of Investment Proposals (Total)

Service Area	2015/16 Ongoing £'000	2015/16 One-off £'000	2015/16 Total £'000
Environmental Health	25	20	45
Waste Management	500	-	500
Public Protection and Enforcement	26	30	56
TOTAL DIRECTORATE INVESTMENT PROPOSALS	551	50	601
Corporate Investment Bid			
Vehicle Hire Centre	369	-	369
TOTAL INCL. CORPORATE INVESTMENT PROPOSALS	920	50	970

Table 4 - Summary of Net Impact on Full Time Equivalent Staff

Service Area	2015/16 FTE	2016/17 FTE	Total
RPPS HQ	-	-	0
ECP – Management & Administration	0	0	0
Environmental Health	-1.5	-3.5	-5.0
Consumer Protection	-1.5	-0.5	-2.0
Parks & Burial Grounds HQ	-1.0	-1.0	-2.0
Parks, Gardens & Ground Operations	-	-	0
Burial Grounds	-	-	0
Waste Management	-3.5	-24.0	-27.5
Fleet Services	-	-	0
Vehicle Replacement Programme	-	-	0
Public Protection and Enforcement	1.8	-	1.8
TOTAL FULL TIME EQUIVALENT STAFF	-5.7	-29.0	-34.7

Table 5a - Savings Proposals 2014/15 – 2016/17 – Approved per report 84/14

Set out below are the budget savings proposals approved per report 84/14 for 14/15, 15/16 and 16/17. **The savings indicated by an asterisk (*) and shading are no longer considered deliverable, or require refinement e.g. re-phasing in light of a change of circumstance.** Proposed Amendments / Alternative Savings are listed in table 5b.

Priority Ref.	Description of Saving	Saving Category#	Base Budget £'000	2014/15 Ongoing Saving £'000	2015/16 Ongoing Saving £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2014/15 Staff Impact FTE	2015/16 Staff Impact FTE	2016/17 Staff Impact FTE
CRPPS-S-1 (WM)	Remove APC located in Forfar	Stop	17	17	-	-	-	-	-	-
CRPPS-S-2 (WM)	Realignment of staff budgets to reflect slippage trends in respect of seasonal posts	Efficiency	5,577	75	-	-	-	-	-	-
CRPPS-S-3 (WM)	End payment of recycling credits to third sector organisations	Stop	5	5	-	-	-	-	-	-
CRPPS-S-4 (WM)	End subscription to Keep Scotland Beautiful People & Places Programme and other corporate bodies	Stop	5	5	-	-	-	-	-	-
CRPPS-S-5 (WM)	Reduce timber recycling budget as a result of tendering exercise	Reduce	62	30	-	-	-	-	-	-
CRPPS-S-6 (E&CP)	Miscellaneous income budget increase	Increased Income	166	5	2	2	-	-	-	-
CRPPS-S-7 (E&CP)	Reduction in staff & student training budget	Stop/Reduce	31	15	-	-	-	-	-	-
CRPPS-S-8 (E&CP)	Reduction in miscellaneous staff costs and overtime budget	Efficiency/Reduce	20	18	-	-	-	-	-	-
*CRPPS-S-9 (BG)	Charge increase covering burial grounds. (Calculated on the basis of a 5% increase from 12/13 levels, also applied in 15/16 and 16/17.)	Increased Income	3,143	25	35	45	-	-	-	-

<u>Priority Ref.</u>	<u>Description of Saving</u>	<u>Saving Category#</u>	<u>Base Budget £'000</u>	<u>2014/15 Ongoing Saving £'000</u>	<u>2015/16 Ongoing Saving £'000</u>	<u>2016/17 Ongoing Saving £'000</u>	<u>Total Cashable Efficiency £'000</u>	<u>2014/15 Staff Impact FTE</u>	<u>2015/16 Staff Impact FTE</u>	<u>2016/17 Staff Impact FTE</u>
CRPPS-S-10 (P)	Additional technical fee income mainly from external third parties. (Calculated based on actual income generated in 12/13. In 15/16 and 16/17 anticipated income will flatten out with an RPI increase only.)	Increased Income	3,143	55	5	5	-	-	-	-
CRPPS-S-11 (PPE)	Clerical Officer – delete currently vacant post.	Stop/Reduce	9	9	-	-	-	-0.5	-	-
CRPPS-S-12 (PPE)	Remove funding for Relief Warden hours – no longer required.	Stop/Reduce	2	2	-	-	-	-0.1	-	-
CRPPS-S-13 (PPE)	Springfield, Forfar - relocate wardens base within HQ (The Mart)	Efficiency	2	2	-	-	2	-	-	-
CRPPS-S-14 (PPE)	Reduction in Supplies & Services budget e.g. licenses for APP Flare system, printing etc.	Stop/Reduce	18	5	5	-	-	-	-	-
CRPPS-S-15 (E&CP)	Reduction in miscellaneous Supplies & Services budget	Reduce	17	15	-	-	-	-	-	-
CRPPS-S-16 (WM)	Cease summer extended opening hours at recycling centres and superloos	Stop	759	20	-	-	-	-1.5	-	-
CRPPS-S-17 (P)	Further reduce bedding displays retaining those at war memorials. (Achieved through a further reduction in bedding material costs.)	Stop/Reduce	3,143	10	-	-	-	-	-	-
CRPPS-S-18 (PPE)	Reduction in budget for Community Safety preventative projects.	Stop/Reduce	6	6	-	-	-	-	-	-
CRPPS-S-19 (P)	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	40	-	5	-	-2.0	-	-

Priority Ref.	Description of Saving	Saving Category#	Base Budget £'000	2014/15 Ongoing Saving £'000	2015/16 Ongoing Saving £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2014/15 Staff Impact FTE	2015/16 Staff Impact FTE	2016/17 Staff Impact FTE
CRPPS-S-20 (PPE)	Safe Angus – child safety project – alternative sources of funding to be investigated including seeking sponsorship.	Efficiency	10	1	4	-	5	-	-	-
CRPPS-S-21 (E&CP)	Reduction of seagull treatments budget to be achieved through stopping the use of birds of prey.	Stop/Reduce	18	5	-	-	-	-	-	-
CRPPS-S-22 (E&CP)	Reduction in core staffing levels within ECP as vacancies arise and post holders retire.	Efficiency/Reduce	1,876	69	87	190	-	-1.6	-3.0	-4.0
CRPPS-S-23 (P)	Parks - Closure of paddling pools in Brechin and Kirriemuir.	Stop/Reduce	264	5	-	-	-	-	-	-
CRPPS-S-24 (WM)	Reduce green team provision	Reduce	1,498	25	-	-	-	-1.0	-	-
CRPPS-S-25 (WM)	Reduce overtime budget which will have a cumulative impact on service delivery arrangements by 2016/17.	Reduce	279	30	30	30	-	-	-	-
CRPPS-S-26 (PPE)	Police Scotland – remove funding Police Constable	Efficiency	37	37	-	-	37	-	-	-
CRPPS-S-27 (WM)	Redesign street sweeping service provision through a service review	Efficiency/Transformation	1,498	35	35	35	-	-2.0	-2.0	-2.0
CRPPS-S-28 (WM)	End development of new Neighbourhood Recycling Points and provide only essential maintenance of existing facilities	Stop/Reduce	10	-	8	-	-	-	-	-
CRPPS-S-29 (PPE)	Reduction in training budget.	Stop/Reduce	3	-	3	-	-	-	-	-
CRPPS-S-30 (PPE)	Community Safety Officer (Investigation) - reduce post by 20%	Efficiency	33	-	7	-	7	-	-0.2	-
CRPPS-S-31 (WM)	Reduce provision of Neighbourhood Recycling Points by 50%	Transformation	1,571	-	25	-	-	-	-	-

Priority Ref.	Description of Saving	Saving Category#	Base Budget £'000	2014/15 Ongoing Saving £'000	2015/16 Ongoing Saving £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2014/15 Staff Impact FTE	2015/16 Staff Impact FTE	2016/17 Staff Impact FTE
CRPPS-S-32 (P)	Further reduce unplanned material budget.	Stop/Reduce	29	-	10	10	-	-	-	-
CRPPS-S-33 (P)	Reduce core staffing levels. (Seasonal or pool staff employed only where additional re-chargeable works are identified.)	Transformation	3,143	-	22	22	-	-	-1.0	-1.0
*CRPPS-S-34 (PPE)	Outsourced mediation service for Anti Social Behaviour – service redesign.	Transformation	40	-	40	-	-	-	-	-
*CRPPS-S-35 (WM)	Redesign delivery of recycling centre provision.	Transformation	650	-	250	-	-	-	-5.5	-
CRPPS-S-36 (PPE)	Police Scotland – remove funding for analyst	Stop/Reduce	23	-	-	23	-	-	-	-
CRPPS-S-37 (PPE)	Solicitor – stop funding as predominantly HRA work undertaken	Stop/Reduce	43	35	-	-	-	-1.0	-	-
*CRPPS-S-38 (WM)	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)	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)	Redesign waste management service provision by reviewing collection frequencies and shift patterns	Efficiency/ Transformation	3,682	-	50	75	-	-	-6.0	-
	TOTAL SAVINGS PROPOSALS			601	618	892	51	-9.7	-29.7	-7.0

Table 5b - Proposed Amendment / Alternative Saving(s):-

Priority Ref.	Description of Saving	Saving Category#	Base Budget £'000	2015/16 Ongoing Saving £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2015/16 Staff Impact FTE	2016/17 Staff Impact FTE
CRPPS-S-9 (BG)	Charge increase covering burial grounds	Increase Income	3,143	16	-	-	-	-
CRPPS-S-34 (PPE)	Outsourced mediation service for Anti Social Behaviour – Service redesign	Transformation	40	-	40	-	-	-
CRPPS-S-35 (WM)	Redesign delivery of recycling centre provision	Transformation	650	75	175	-	-1.5	-4.0
CRPPS-S-38 (WM)	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)	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)	Redesign waste management service provision by reviewing collection frequencies and shift patterns	Efficiency/ Transformation	3,682	50	75	-	-	-6.0
CRPPS-S-41 (P)	Increase to Ground Maintenance income	Increase Income	625	19	45	-	-	-
	TOTAL			160	785	0	-1.5	-22.0

Efficiency / Transformation / Stop/reduce / Increased Income (please refer to Introduction & Background for definitions)

Table 6 - Investment Bids 2015/16

Set out below are **the investment bids recommended for approval for 2015/16** listed in priority order and split between ongoing and one-off investments. Bids are restricted to 2015/16 only as investment bids affecting later years may be subject to significant change due to changing circumstances and uplifts provided are dependent on the level of overall resources available to the council which can only be determined in any particular year.

Priority Ref.	Proposal	2015/16 Ongoing £'000	2015/16 One-off £'000	2015/16 Total £'000	2015/16 Staff Impact FTE
CRPPS-I-1 (WM)	Allowance for additional costs associated with the roll out of the recycling service to all burghs of Angus. Increased gate fee for processing of co-mingled recyclates. This is to reflect the fact that over the past 12 months the market for recyclates has deteriorated to the extent that rather than receiving an income of £5 per tonne for recyclable material, as from 1 January 2015 we will pay a gate fee of £40 per tonne. This equates to 10,933 tonnes @ £45 per tonne (increase from previous calculation of £5 income to £40 cost) = £492k. Food Waste disposal costs have risen by £11 per tonne. This equates to 4,173 tonnes @ £11 per tonne = £46k. The amount of separate recyclates which we are now able to sell has dropped dramatically due to the greater than anticipated uptake of the co-mingle household recycling service however this has resulted in an additional drop in income of £44k.	350	-	350	-
CRPPS-I-2 (WM)	Allowance for increased fleet charges. This is due to growth in number of waste vehicles required to carry out new food collections and recycling arrangements.	150	-	150	-
CRPPS-I-3 (EH)	Increase in annual contribution for Tayside Scientific Services (TSS). Angus Council entered into a Service Level Agreement with Dundee City Council and Perth and Kinross Council in 2007 to provide a public analyst service for all three Councils. This additional funding is required to meet Angus Council's share of the increase in costs of this service during that period. Up until 2013/14 these additional costs were covered by surpluses generated by TSS in previous years.	25	20	45	-
CRPPS-I-4 (PPE)	Continuation of funding for Community Waste Operative post. This post was created on a temporary basis in 2013 and was funded from Police and Fire reserves. The funding expires in September 2015, and due to the success of this initiative funding is sought to make this post permanent.	26	-	26	1.0
CRPPS-I-5 (PPE)	Allowance for additional administrative burden in relation to dealing with unauthorised encampments, including gypsy travellers – requested on a one-off basis at this time to allow a full assessment of the likely ongoing burden in this area.	-	30	30	1.0
	TOTAL DIRECTORATE INVESTMENT PROPOSALS	551	50	601	2.0

Priority Ref.	Proposal	<u>2015/16</u> <u>Ongoing</u> <u>£'000</u>	<u>2015/16</u> <u>One-off</u> <u>£'000</u>	<u>2015/16</u> <u>Total</u> <u>£'000</u>	<u>2015/16</u> <u>Staff Impact</u> <u>FTE</u>
	Corporate Investment Bid				
CRPPS-I-6 (VHC)	As agreed through previous budget setting processes, Vehicle Hire Centre (VHC) recharges are now made to directorates on an actuals basis, having previously been recharged on a budget basis. Having implemented this change and in preparation for the upcoming transfer of the Council's fleet management to Tayside Contracts, an issue has emerged whereby when VHC budgets are adjusted to remove budgeted expenditure and equivalent income elements, there will remain an income target budget for which there will be no means of achievement. This bid is made as a corporate issue as it relates to the vehicles used across the Council and not just in Communities.	369	-	369	-
	TOTAL INVESTMENT PROPOSALS	920	50	970	2.0

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

The budget proposals have been considered from a risk perspective and where significant risks have been identified plans are in place to monitor and manage these risks.

Equalities Implications

All budget savings proposals have been the subject of consideration from an equalities perspective.

REVENUE BUDGET SUBMISSION 2015/16 to 2016/17

Strategic Directorate: - Communities
Service: – Technical and Property Services

Overall Strategy for the Service

Technical & Property Services is an amalgamation of four previous divisions, Roads, Property, Transport and Technical housing, bringing together all infrastructure provision across the Council and all construction works (with the exception of PPP schemes for schools etc). Our infrastructure is essential for the Council to undertake its business (our property); for the wider economy of the area to enable the transport of goods and people (roads infrastructure); the provision of affordable housing and the maintenance and improvement of our council housing; and the transport of people who may not have access to a vehicle to enable them to access local services and employment.

Whilst the housing function is not considered in these papers, as it is funded from the Housing Revenue Account, with such a diverse infrastructure there is a range of strategies and asset management plans in place to deliver the services. However there is a reducing capital investment which requires the existing assets to be properly maintained if they are to continue to adequately function. Workforce planning has been implemented in identified areas of growth and areas of reduction and this is reflected in the 3 year saving proposals set out in autumn 2013.

The savings for 2014/15 amounted to £978,000 and have been delivered. The extent of savings required over the 3 years combined with construction inflation must inevitably lead to service cuts. The Council has numerous statutory duties within this service area to maintain property safely, maintain the road network and provide winter services as well as providing lifeline transport services for some of our most vulnerable residents to give access to essential services. Winter maintenance was highlighted as one of the top priorities in the responses to the SIMALTO consultation.

The 2014/15 total net cost of Technical and Property Services is £19.294m (excl. CSS costs). This cost is projected to decrease by 0.23% to £19.250m in 2015/16 due to allowable adjustment items, BEFORE allowing for any impact of the proposals in this paper. Should the proposals contained in this paper be approved, the net cost is projected to decrease by 1.25% to £19.052m.

Table 1 - Analysis of Costs by Service Area

Service Area	2014/15 Final Budget (per RB2 & RB3) £'000	2015/16 Provisional Budget (allowable) (per RB2 & RB3) £'000	Impact of 2015/16 Savings Proposals (per Table 2) £'000	Impact of 2015/16 Investment Proposals (per Table 3) £'000	2015/16 Provisional Budget £'000
Technical & Property Services					
Technical & Property Services HQ	113	113	-	-	113
Roads	15,074	15,118	(420)	275	14,973
Property	1,926	1,836	(103)	75	1,808
Transport	2,181	2,183	(37)	12	2,158
TOTAL NET EXPENDITURE	19,294	19,250	(560)	362	19,052
Corporate Property Costs (Other Services)					
Planned Property Maintenance	2,557	2,557	-	50	2,607
Carbon Reduction Fund	150	150	-	135	285

Table 2 - Summary of Savings Proposals (Total)

	2015/16 £'000	2016/17 £'000	Total £'000
Total Value of Savings Already per Report 84/14 (Table 5a)	(604)	(581)	(1,185)
Savings No Longer Considered Deliverable	125	113	238
Proposed Amendments to Savings (per Table 5b)	(81)	(157)	(238)
TOTAL REVISED SAVINGS PROPOSALS	(560)	(625)	(1,185)

Table 3 - Summary of Investment Proposals (Total)

Service Area	2015/16 Ongoing £'000	2015/16 One-off £'000	2015/16 Total £'000
Technical & Property Services			
Technical & Property Services HQ	-	-	0
Roads	275	-	275
Property	75	-	75
Transport	12	-	12
TOTAL INVESTMENT PROPOSALS	362	0	362
Corporate Property Investment Bids (Other Services)			
Planned Property Maintenance	50	-	50
Carbon Reduction Fund	-	135	135
TOTAL INCL. CORPORATE INVESTMENT PROPOSALS	412	135	547

Table 4 - Summary of Net Impact on Full Time Equivalent Staff

Service Area	2015/16 FTE	2016/17 FTE	Total
Technical & Property Services HQ	-	-	0
Roads	-1.0	-2.0	-3.0
Property	-2.2	-2.4	-4.6
Transport	-1.0	-	-1.0
TOTAL FULL TIME EQUIVALENT STAFF	-4.2	-4.4	-8.6

Table 5a - Savings Proposals 2014/15 – 2016/17 – Approved per report 84/14

Set out below are the budget savings proposals approved per report 84/14 for 14/15, 15/16 and 16/17. **The savings indicated by an asterisk (*) and shading are no longer considered deliverable, or require refinement e.g. re-phasing in light of a change of circumstance.** Proposed Amendments / Alternative Savings are listed in table 5b.

Priority Ref.	Description of Saving	Saving Category#	Base Budget £'000	2014/15 Ongoing Saving £'000	2015/16 Ongoing Saving £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2014/15 Staff Impact FTE	2015/16 Staff Impact FTE	2016/17 Staff Impact FTE
CTP-S-1(R)	Redesign of road staffing into other available vacant posts in light of future workload.	Efficiency	2,919	98	-	-	98	-3.0	-	-
CTP-S-2(R)	Non- replacement of Senior Engineer (road design)	Efficiency	2,919	40	-	-	40	-1.0	-	-
CTP-S-3(R)	Non-replacement of partially funded admin assistant following office relocation	Efficiency	2,919	6	-	-	6	-0.4	-	-
CTP-S-4(R)	Reduction in supplies and services budget (newspaper / stationery / training budget) including reflecting staff reductions.	Efficiency	731	26	10	1	37	-	-	-
CTP-S-5(R)	Overtime/ mileage reduction through agile working.	Efficiency	2,919	10	10	-	20	-	-	-
CTP-S-6(T)	Reduction in miscellaneous transport costs within Transport section.	Efficiency	15	1	-	-	1	-	-	-
CTP-S-7(T)	Reduction in miscellaneous supplies & services budget within Transport section.	Efficiency	50	9	2	2	13	-	-	-
CTP-S-8(T)	Reduction in Third Party payments within Transport section.	Efficiency	129	12	-	-	12	-	-	-
CTP-S-9(P)	Retirement of part-time architect and deletion of post.	Efficiency	2,023	25	-	-	25	-0.6	-	-
CTP-S-10(P)	Non-filling of modern apprenticeship post (vacant 13/14).	Efficiency	2,023	5	-	-	5	-	-	-
CTP-S-11(P)	Retirement of Quantity Surveyor and deletion of post.	Efficiency	2,023	43	-	-	43	-1.0	-	-

Priority Ref.	Description of Saving	Saving Category#	Base Budget £'000	2014/15 Ongoing Saving £'000	2015/16 Ongoing Saving £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2014/15 Staff Impact FTE	2015/16 Staff Impact FTE	2016/17 Staff Impact FTE
CTP-S-12(P)	Restructure of the Quantity Surveying teams following opportunities presented through retirement.	Efficiency	2,023	-	50	-	50	-	-1.0	-
CTP-S-13(P)	Non-filling of part-time Clerk of Works post.	Efficiency	2,023	-	14	-	14	-	-0.4	-
*CTP-S-14(P)	ER/VR retirement - post to be confirmed	Efficiency	2,023	-	53	-	53	-	-1.0	-
*CTP-S-15(P)	ER/VR retirement - post to be confirmed	Efficiency	2,023	-	-	43	43	-	-	-1.0
*CTP-S-16(P)	Retirement of staff member and deletion of post.	Efficiency	2,023	-	-	33	33	-	-	-1.0
*CTP-S-17(P)	Retirement of staff member and deletion of post.	Efficiency	2,023	-	-	37	37	-	-	-1.0
CTP-S-18(R)	Redesign of gully emptying activity to shift working reducing number of vehicles from 3 to 2.	Efficiency	946	25	10	-	35	-	-	-
CTP-S-19(R)	Utilisation of gully waste to recycle to compost resulting in a reduction in landfill costs.	Efficiency	946	-	75	-	75	-	-	-
CTP-S-20(R)	Reduction in electricity and CO2 by on-going street lighting upgrades through LEDs/White light	Efficiency	1,200	20	15	10	45	-	-	-
CTP-S-21(R)	Streamline of construction across Technical & Property Services (proportion of roads 3 rd party costs)	Transformation	3,610	-	36	-	36	-	-	-
*CTP-S-22(R)	Commodity Management of construction to deliver procurement savings (proportion of roads 3 rd party costs)	Transformation	3,610	-	72	-	72	-	-	-
CTP-S-23(R)	Partnership/shared services (proportion of roads 3 rd party costs)	Transformation	4,815	-	-	96	96	-	-	-
CTP-S-24(R)	Reduction in street lighting maintenance costs by following up on guarantees for lamps inc. LEDs	Efficiency	583	5	10	15	30	-	-	-
CTP-S-25(R)	Increase various roads related charges in line with inflation.	Increase income	535	7	7	7	21	-	-	-

Priority Ref.	Description of Saving	Saving Category#	Base Budget £'000	2014/15 Ongoing Saving £'000	2015/16 Ongoing Saving £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2014/15 Staff Impact FTE	2015/16 Staff Impact FTE	2016/17 Staff Impact FTE
CTP-S-26(R)	Reduction in roads staff numbers through natural turnover and possible ER/VR	Transformation	2,919	-	50	62	112	-	-1.0	-2.0
CTP-S-27(R)	Stop cut back of verges beyond 1m.	Stop	225	18	-	-	-	-	-	-
CTP-S-28(R)	Re-assessment of need for road markings renewals, particularly centrelines and edge markings	Reduce	262	5	5	-	-	-	-	-
CTP-S-29(R)	Reduce verge maintenance from 2 to 1 cut per year for U class rural road network, including 1 cut only to visibility splays.	Reduce	225	-	35	-	-	-	-	-
CTP-S-30(R)	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	550	150	200	-	-	-	-
CTP-S-31(R)	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	-	-	-	-
CTP-S-32 (T)	Tendered Local Bus Services – reduction in service.	Reduce	1,748	73	-	-	-	-	-	-
	TOTAL SAVINGS PROPOSALS			978	604	581	1,052	-6.0	-3.4	-5.0

Table 5b - Proposed Amendment / Alternative Saving(s):-

Priority Ref.	Description of Saving	Saving Category#	Base Budget £'000	2015/16 Ongoing Saving £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2015/16 Staff Impact FTE	2016/17 Staff Impact FTE
CTP-S-14(P)	ER/VR retirement – initial saving revised down by 25%	Efficiency	2,023	39	-	39	-0.8	-
CTP-S-15(P)	ER/VR retirement - initial saving revised down by 25%	Efficiency	2,023	-	32	32	-	-0.8
CTP-S-16(P)	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)	Retirement of staff member and deletion of post - initial saving revised down by 25%	Efficiency	2,023	-	27	27	-	-0.8
CTP-S-22(R)	Commodity Management of construction to deliver procurement savings (proportion of roads 3 rd party costs)	Transformation	3,610	-	72	72	-	-
CTP-S-33(T)	Redesign of team in light of service delivery requirements/ Council restructure	Efficiency	262	35	-	35	-1.0	-
CTP-S-34 (R)	HMRC rules change has resulted in changes to payments for use of white diesel in farmers gritting equipment	Efficiency	2395	7	-	7	-	-
CTP-S-35(R)	Change of approach for publishing Traffic Regulation Orders for Council supported events – reduced costs of advertising	Efficiency	195	-	2	2	-	-
	TOTAL			81	157	238	-1.8	-2.4

Efficiency / Transformation / Stop/reduce / Increased Income (please refer to Introduction & Background for definitions)

Table 6 - Investment Bids 2015/16

Set out below are **the investment bids recommended for approval for 2015/16** listed in priority order and split between ongoing and one-off investments. Bids are restricted to 2015/16 only as investment bids affecting later years may be subject to significant change due to changing circumstances and uplifts provided are dependent on the level of overall resources available to the council which can only be determined in any particular year.

Priority Ref.	Proposal	2015/16 Ongoing £'000	2015/16 One-off £'000	2015/16 Total £'000	2015/16 Staff Impact FTE
	Technical & Property Services				
CTP-I-1 (R)	Winter Maintenance (re-adjustment of budget due to increasing costs of an "average year") – this has been calculated by averaging the costs of winter maintenance over the last 5 years covering both severe and mild winters and looking at both the standing charges and operational costs elements of the winter maintenance costs	275	-	275	-
CTP-I-2 (P)	Due to the Angus Council Office Rationalisation programme there will be significant increased running costs incurred in Bruce House in 15/16 for the areas not yet fully utilised; an increased energy and water usage (£50k) and increase in rates (£25k).	75	-	75	-
CTP-I-3 (T)	Bus contracts – annual inflationary price increase	12	-	12	-
	TOTAL DIRECTORATE INVESTMENT PROPOSALS	362	0	362	0

Priority Ref.	Proposal	2015/16 Ongoing £'000	2015/16 One-off £'000	2015/16 Total £'000	2015/16 Staff Impact FTE
	Corporate Property Investment Bids (Other Services)				
CTP-I-5 (OS)	Planned Property Maintenance (need for property maintenance) – recent end-of-year reports have highlighted that the property maintenance budget is insufficient to meet demand especially after the increasing costs of service contracts are allowed for – this funding bid would allow an appropriate level of maintenance budget to be re-instated at a level of £612k which would still only represent 2% of the planned maintenance backlog.	50	-	50	-
CTP-I-6 (OS)	Carbon Reduction Fund – to provide funding to meet our CRC – This funding bid is intended to be utilised for the installation of LED lighting and improving the efficiency of the current heating control systems in various properties. These works will result in a reduction of the carbon emissions and help towards meeting the Council's own carbon reduction targets of 2.5% per annum and the Scottish Governments reduction target of 42% by 2020.	-	135	135	-
	TOTAL INVESTMENT PROPOSALS	412	135	547	0

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

The budget proposals have been considered from a risk perspective and where significant risks have been identified plans are in place to monitor and manage these risks.

Equalities Implications

All budget savings proposals have been the subject of consideration from an equalities perspective.

REVENUE BUDGET SUBMISSION 2015/16 to 2016/17

Strategic Directorate: - Communities
Service: – Planning and Place

Overall Strategy for the Service

Planning and Place is a new service area bringing together services that have a corporate responsibility to plan for place at an Angus level and at a community level. The strategy for the business unit is to focus on the economic, social and environmental aspirations for Angus in terms of delivering better outcomes, to integrate services where possible and to work with communities and partners to enable positive change and to empower communities.

Community Planning - this is a new service area which brings together staff from Chief Executives, Local Community Planning, previously Other Housing and Community Learning and Development, previously Education. The role of the team is corporate in terms of supporting the Council deliver its duty in respect of community planning and engaging communities in the process. This involves developing the Community Plan and Single Outcome Agreement (SOA) and supporting partners and services in the delivery of priorities, outcomes, action and performance. The team is also now charged with the development of planning for place and pride in place, as well as community asset transfer. The team is also responsible for key learning activity in respect of Young People, Adult Learners and delivering outcomes that meet Education Scotland's standards with regard to learning. The savings plan is to significantly redesign services.

The Planning Service is responsible for developing local and regional land use, planning strategies in partnership with colleagues in the Council and regional partners. It also deals with the regulatory aspects of development standards and building control which are essential to ensure we have sustainable, safe development in Angus and that economic development opportunities are realised. The overall savings strategy is to redesign planning services. Any redesign can take time to investigate and realise and the plan is to achieve this to realise significant savings in 2016/17.

Other Housing - this budget is primarily facilitating grants and charges for Housing Benefit, Housing Benefit Administration, Housing Advances and Private Landlord Registration little of which can be used for savings. Housing Benefit Administration savings are outlined in the Corporate Improvement & Finance proposals. There is also an amount from time to time coming through this budget in respect of Section 75 Payments for affordable housing. There is a budget for Dewar House and the Travellers' Site in Montrose neither of which can be used for savings. There is a balance in the Homelessness budget that relates to HRA. It is proposed that the balance for Homelessness will be transferred to People as part of a redesign of services which will alleviate recharge arrangements with HRA, and move out of the Other Housing budget. In conducting this redesign it is anticipated that a 15% savings target will be met for Homelessness. At present the Homelessness Other Housing budget is only used for HRA recharge purposes and therefore does not account for staffing or other costs which sit in the HRA account, although the Council has a duty in respect of Homelessness and therefore the General Fund requires to be charged.

The 2014/15 total net cost of Planning and Place Service is £4.966m (excl. CSS costs). This cost is projected to decrease by 0.78% to £4.927m in 2015/16 due to allowable adjustment items, BEFORE allowing for any impact of the proposals in this paper. Should the proposals contained in this paper be approved, the net cost is projected to decrease by 3.10% to £4.812m. Excluding Other Housing the Planning and Place budget would reduce by £0.080m (2.11%) in 2015/16.

Table 1 - Analysis of Costs by Service Area

Service Area	2014/15 Final Budget (per RB2 & RB3) £'000	2015/16 Provisional Budget (allowable) (per RB2 & RB3) £'000	Impact of 2015/16 Savings Proposals (per Table 2) £'000	Impact of 2015/16 Investment Proposals (per Table 3) £'000	2015/16 Provisional Budget £'000
Planning and Place HQ	73	73	-	-	73
Community Planning	2,214	2,214	(50)	-	2,164
Other Housing	1,179	1,157	(106)	54	1,105
Planning	1,500	1,483	(13)	-	1,470
TOTAL NET EXPENDITURE	4,966	4,927	(169)	54	4,812

Table 2 - Summary of Savings Proposals (Total)

	2015/16 £'000	2016/17 £'000	Total £'000
Total Value of Savings Approved per Report 84/14 (Table 5a)	(219)	(281)	(500)
Savings No Longer Considered Deliverable	50	50	100
Proposed Amendments to Savings (per Table 5b)	-	(100)	(100)
TOTAL REVISED SAVINGS PROPOSALS	(169)	(331)	(500)

Table 3 - Summary of Investment Proposals (Total)

Service Area	2015/16 Ongoing £'000	2015/16 One-off £'000	2015/16 Total £'000
Other Housing	54	-	54
TOTAL INVESTMENT PROPOSALS	54	0	54

Table 4 - Summary of Net Impact on Full Time Equivalent Staff

Service Area	2015/16 FTE	2016/17 FTE	Total
Planning and Place HQ	-	-	0
Community Planning	-1.0	-1.5	-2.5
Planning	-	-4.0	-4.0
Other Housing	-	-	0
TOTAL FULL TIME EQUIVALENT STAFF	-1.0	-5.5	-6.5

Table 5a - Savings Proposals 2014/15 – 2016/17 – Approved per report 84/14

Set out below are the budget savings proposals approved per report 84/14 for 14/15, 15/16 and 16/17. **The savings indicated by an asterisk (*) and shading are no longer considered deliverable, or require refinement e.g. re-phasing in light of a change of circumstance.** Proposed Amendments / Alternative Savings are listed in table 5b.

Priority Ref.	Description of Saving	Saving Category#	Base Budget £'000	2014/15 Ongoing Saving £'000	2015/16 Ongoing Saving £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2014/15 Staff Impact FTE	2015/16 Staff Impact FTE	2016/17 Staff Impact FTE
CP&P-S-1 (CP)	Service Redesign - a new service delivery model will be in put in place.	Transformation	2,431	93	50	-	143	-4.5	-1.0	-
CP&P-S-2 (P)	Reduced hours for various staff	Reduce	2,340	22	-	-	22	-0.6	-	-
CP&P-S-3 (P)	Improvement Grants – reduction third party payments budget.	Reduce	253	10	10	10	-	-	-	-
CP&P-S-4 (P)	Tayplan – reduction in contribution.	Reduce	60	3	3	3	-	-	-	-
CP&P-S-5 (P)	Conservation Grants – removal of budget	Stop	8	8	-	-	8	-	-	-
CP&P-S-6 (OH)	House Condition Survey	Stop	1	1	-	-	1	-	-	-
CP&P-S-7 (OH)	Research Programme	Stop	1	1	-	-	1	-	-	-
*CP&P-S-8 (CP)&(P)	Savings arising from implementation of Mobile and Flexible Working	Efficiency								
	- Community Planning		2,431	-	50	50	100	-	-	-
	- Planning Services		1911	-	-	50	50	-	-	-
CP&P-S-9 (OH)	Homelessness – Savings arising from Service Redesign (links with People and requires a joint approach).	Efficiency	703	-	106	-	-	-	-	-
CP&P-S-10 (P)	Service Redesign within Planning Services.	Transformation	1,911	-	-	108	108	-	-	-4.0
CP&P-S-11 (CP)	Workforce Planning – general reduction in staff costs.	Efficiency	2,431	-	-	50	50	-	-	-1.5
CP&P-S-12 (P)	Training Budget – general reduction	Reduce	30	-	-	10	10	-	-	-
	TOTAL SAVINGS PROPOSALS			138	219	281	493	-5.1	-1.0	-5.5

Table 5b - Proposed Amendment / Alternative Saving(s):-

Priority Ref.	Description of Saving	Saving Category#	Base Budget £'000	2015/16 Ongoing Saving £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2015/16 Staff Impact FTE	2016/17 Staff Impact FTE
CP&P-S-8 (CP)&(P)	Savings arising from implementation of Mobile and Flexible Working - Community Planning	Efficiency	2,431	-	100	100	-	-
	TOTAL			0	100	100	0	0

Efficiency / Transformation / Stop/reduce / Increased Income (please refer to Introduction & background for definitions)

Table 6 - Investment Bids 2015/16

Set out below are **the investment bids recommended for approval for 2015/16** listed in priority order and split between ongoing and one-off investments. Bids are restricted to 2015/16 only as investment bids affecting later years may be subject to significant change due to changing circumstances and uplifts provided are dependent on the level of overall resources available to the council which can only be determined in any particular year.

Priority Ref.	Proposal	2015/16 Ongoing £'000	2015/16 One-off £'000	2015/16 Total £'000	2015/16 Staff Impact FTE
CP&P-I-1 (OH)	The Scottish Government has removed Hostel Deficit Grant Funding Ring fencing in 2014/15 and alternative funding arrangements put in place. As a result Angus Council was been awarded a total of £294,000 over 4 years (£29,000 in 2014/15, £59,000 for 2015/16, £88,000 for 2016/17 and a final £118,000 for 2017/18). Funding will be used to support the overall Homelessness Hostel Provision within Other Housing. £29,000 is included in the base budget for 2014/15, therefore this bid is for the additional funding for 2015/16.	30	-	30	-
CP&P-I-2 (OH)	Loss of DWP Administration Grant resulting from Housing Benefit Fraud Investigations transferring to the Single Fraud Investigation Service in May 2015. The bid of £40,000 is allocated 60% to Other Housing, 40% to Revenue & Benefits.	24	-	24	-
	TOTAL INVESTMENT PROPOSALS	54	0	54	0

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

The budget proposals have been considered from a risk perspective and where significant risks have been identified plans are in place to monitor and manage these risks.

Equalities Implications

All budget savings proposals have been the subject of consideration from an equalities perspective.

REVENUE BUDGET SUBMISSION 2015/16 to 2016/17

Strategic Directorate: - Communities
Service: – Services to Communities

Overall Strategy for the Service

ACCESS ANGUS: does not at this stage feature in the savings proposals for Services to Communities. ACCESS has been identified as an area where there are opportunities for service re-design to achieve savings whilst having the potential to enhance provision with re-location of services which can be delivered for more hours per day and more days per year. ACCESS currently has a net budget of £190k (after the recharge to Housing) and a staffing establishment of 52 employees (36.5 FTE).

ACCESS office: redesign with integration into libraries is proposed for the near future with proposals for Forfar, Brechin and Monifieth at advanced stages of planning.

ACCESSLine: The ACCESSLine is also being investigated with the potential for the service to be outsourced in the future.

Cultural Services: provides a range of services for residents and visitors that helps to create an Angus that is vibrant, offers valuable lifelong learning opportunities and encourages engaged and involved citizens. Cultural Services has a current net budget of £2424k and a staffing establishment of 100 employees (67.8 FTE).

Statutory framework: The 1887 Public Libraries Consolidation (Scotland) Act requires local authorities to ensure libraries, museums and galleries should be open to the public free of charge and that no charge be made for the use of books or magazines issued for home reading. The 1982 Local Government (Scotland) Act requires that local authorities ensure adequate library provision and confirms the status of museums and galleries. The 1995 Local Government (Scotland) Act requires that local authorities make suitable provision for archives, to the satisfaction of the Keeper of the Records of Scotland. There is no statutory duty to provide a theatre/performing arts service.

Libraries: Libraries are provided in each of the seven Angus burghs; each facility is open 39 hours per week over 6 days. Two mobile libraries cover the rural areas. Our libraries provide traditional lending and information services as well as public IT facilities and activities such as Bookbug Sessions, reading groups for all ages, author/writer workshops, IT training and reminiscing groups. Staff are active within the community with outreach activities in schools, local clubs and with partners' client groups such as Social Work. Service direction is set locally but is informed by the Scottish Library and Information Council's Public Library Quality Improvement Matrix.

Museums and Galleries: Seven museums and galleries are located in five Angus burghs all open 35-39 hours per week (the William Lamb studio is open for 18 hours in July and August only). Services provided include permanent exhibitions and on average fifty temporary exhibitions per year. Guided tours for schools and other groups, talks and lectures for community and educational groups, resources supporting the schools curriculum, an enquiries service, research facilities, graphic and exhibition design, and collections documentation, conservation and care, as well as online services. Collections span archaeology, social history, ethnography, natural history, technology and fine and applied art. All Angus museums have achieved Museums Accreditation working to the national collections documentation Standard.

Archives: A full time Archive service is provided at the Hunter Library, Restenneth, in partnership with the Hunter Foundation, and is open to the public for 30 hours per week. The archive provides care conservation, research and enquiry, genealogy and outreach services.

Leisure Services: currently provides a range of services which meet many of the local outcomes and Council values. Services are available to both its residents and visitors for 361 days of the year, operating from early morning until late evening (closing 25th, 26th December and 1st and 2nd January). Leisure Services total net budget is £3467k with a staffing establishment of 436 employees (191.6 FTE's) and has developed over the time of the new unitary Council in 1996.

- Countryside Services delivered through formal sites at Crombie, Forfar Loch, Monikie, Glen Doll and a ranger service at Montrose Basin, the service also provides environmental education, water-sports activities and professional expertise to many groups including the Cairngorm National Park authority. It also provides a statutory service of reservoir inspection and maintenance at Crombie and Monikie. It has a current net budget of £903k and a staffing establishment of 40 employees (26.9 FTE).
- Sports Development delivered by a number of sports specific development officers and development workers delivering programmes to maximise the use of our resources across Angus. Working in partnership across a number of disciplines, it also has a strategic remit for prioritisation of resources to help meet the needs of the communities. Development staff have established good working relationships with national agencies (sportsotland) and Scottish Governing Bodies of sport and have been an influencing partner within the regional sports partnership and active schools agendas. It has a current net budget of £418k and a staffing establishment of 15 employees (13.6 FTE).
- Sports Facilities provides opportunities for activities within the main burghs through the use of purpose built sports/leisure centres, school leisure facilities, town halls, and a range of outdoor pitches, parks and recreation areas. Many initiatives have been developed within Sports Facilities including partnership working with health, police and other sectors providing opportunities for programmes such as referral to exercise, Friday night project and modern apprenticeship scheme. It has a current net budget of £1951k and a staffing establishment of 371 employees (143 FTE).
- Theatre: Theatre and performing arts services are provided by the Webster Memorial Theatre in Arbroath. It has a current net budget of £195k and a staffing establishment of 10 employees (8.1 FTE).

Tourist Information: Tourist Information is also provided in Services to Communities Facilities in six burghs.

The model for Leisure and Cultural service delivery is currently under review with the potential for an ARM's-Length External Organisation (ALEO) being in place from April 2015 onwards.

The 2014/15 total net cost of Services to Communities is £7.359m (excl. CSS costs and ACCESS recharge income from HRA). This cost is projected to increase by 0.22% to £7.375m in 2015/16 due to allowable growth items, BEFORE allowing for any impact of the proposals in this paper. Should the proposals contained in this paper be approved, the net cost is projected to decrease by 0.65% to £7.311m.

Table 1 - Analysis of Costs by Service Area

Service Area	2014/15 Final Budget (per RB2 & RB3) £'000	2015/16 Provisional Budget (allowable) (per RB2 & RB3) £'000	Impact of 2015/16 Savings Proposals (per Table 2) £'000	Impact of 2015/16 Investment Proposals (per Table 3) £'000	2015/16 Provisional Budget £'000
Services to Communities HQ	422	424	-	-	424
ACCESS	1,076	1,076	-	150	1,226
Cultural HQ	-	-	-	-	0
Libraries	1,584	1,589	-	-	1,589
Museums & Galleries	696	696	(42)	-	654
Archives	144	144	(10)	-	134
Countryside	912	914	(55)	-	859
Sports Development	377	379	(46)	-	333
Sports Facilities	1,953	1,956	(126)	-	1,830
Webster Theatre	195	197	-	65	262
TOTAL NET EXPENDITURE	7,359	7,375	(279)	215	7,311

Table 2 - Summary of Savings Proposals (Total)

	2015/16 £'000	2016/17 £'000	Total £'000
Total Value of Savings Approved per Report 84/14 (Table 5a)	279	360	639
Savings No Longer Considered Deliverable	147	-	147
Proposed Amendments to Savings (per Table 5b)	(147)	-	(147)
TOTAL REVISED SAVINGS PROPOSALS	279	360	639

Table 3 - Summary of Investment Proposals (Total)

Service Area	2015/16 Ongoing £'000	2015/16 One-off £'000	2015/16 Total £'000
ACCESS	22	128	150
Webster Theatre	65	-	65
TOTAL INVESTMENT PROPOSALS	87	128	215

Table 4 - Summary of Net Impact on Full Time Equivalent Staff

Service Area	2015/16 FTE	2016/17 FTE	Total
Services to Communities HQ	-	-	0
ACCESS	-	-	0
Cultural HQ	-	-	0
Libraries	-	-7.2	-7.2
Museums & Galleries	-2.2	-0.5	-2.7
Archives	-0.6	-	-0.6
Countryside	-0.8	-	-0.8
Sports Development	-3.0	-1.0	-4.0
Sports Facilities	-	-2.0	-2.0
Webster Theatre	-	-	0
TOTAL FULL TIME EQUIVALENT STAFF	-6.6	-10.7	-17.3

Table 5a - Savings Proposals 2014/15 – 2016/17 – Approved per report 84/14

Set out below are the budget savings proposals approved per report 84/14 for 14/15, 15/16 and 16/17. **The savings indicated by an asterisk (*) and shading are no longer considered deliverable, or require refinement e.g. re-phasing in light of a change of circumstance.** Proposed Amendments / Alternative Savings are listed in table 5b.

Priority Ref.	Description of Saving	Saving Category#	Base Budget £'000	2014/15 Ongoing Saving £'000	2015/16 Ongoing Saving £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2014/15 Staff Impact FTE	2015/16 Staff Impact FTE	2016/17 Staff Impact FTE
CS2C-S-1 (L)	Increase in income in fees and charge	Increased Income	4,004	65	46	40	-	-	-	-
CS2C-S-2 (L)	Reduction in Sports Facilities supplies and services	Stop/reduce	523	10	10	30	-	-	-	-
CS2C-S-3 (L)	Reduction in Sports Development supplies and services	Stop/reduce	131	10	6	-	-	-	-	-
CS2C-S-4 (L)	Stop first aid allowance payments as there is no legal requirement to have first aid provision for current staffing levels or members of the public	Stop/reduce	3,303	10	-	-	-	-	-	-
CS2C-S-5 (L)	Reduction in Public Holiday Facility availability with minimum provision of at least one facility open in each of the 3 current geographical areas (Arbroath/Carnoustie/Monifieth, Forfar/Kirriemuir, Montrose/Brechin) - with effect of reduction in staff public holiday enhanced payments	Stop/reduce	3,303	5	-	-	-	-	-	-
CS2C-S-6 (L)	Outdoor Recreation at West Links Arbroath – Leisure stopping provision of Road Train service which may be provided by a third party	Transformation	25	19	-	-	-	-0.8	-	-
CS2C-S-7 (L)	Outdoor Recreation at Splash, Montrose - Leisure stopping provision of service which may be provided by a third party	Transformation	15	15	-	-	-	-0.8	-	-

Priority Ref.	Description of Saving	Saving Category#	Base Budget £'000	2014/15 Ongoing Saving £'000	2015/16 Ongoing Saving £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2014/15 Staff Impact FTE	2015/16 Staff Impact FTE	2016/17 Staff Impact FTE
CS2C-S-8 (L)	Reduction in Countryside staff	Stop/reduce	715	10	-	-	-	-1.0	-	-
CS2C-S-9 (L)	Reduction in Facilities CFCR	Stop/reduce	169	-	30	-	-	-	-	-
*CS2C-S-10 (C)	Review museum opening dates and hours: through activity analysis, customer consultation and impact assessment, match museum operating season and opening hours to meet user and community needs in each burgh.	Transformation	315	-	92	-	92	-	-4.0	-
CS2C-S-11 (L)	Reduction in Sports Facilities training	Stop/reduce	27	-	20	-	-	-	-	-
CS2C-S-12 (L)	Reduction in unsocial hour payments following a review of the current opening and closing times with shifts not eligible for the unsocial payment	Stop/reduce	24	-	20	-	-	-	-	-
*CS2C-S-13 (L)	Reduction in Countryside Staffing	Stop/reduce	715	-	55	-	-	-	-1.7	-
CS2C-S-14 (C)	Reduce Library Support Services by realigning staff numbers (2 x Library Assistants @ LG3)	Stop/reduce	407	-	-	37	37	-	-	-2.0
CS2C-S-15 (C)	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)	Reduce Gallery exhibitions by realigning staff provision	Stop/reduce	171	-	-	16	16	-	-	-0.5
CS2C-S-17 (C)	Review library opening hours: through activity analysis, customer consultation and impact assessment, match library opening hours to meet user and community needs in	Transformation	317	-	-	57	-	-	-	-2.7

<u>Priority Ref.</u>	<u>Description of Saving</u>	<u>Saving Category#</u>	<u>Base Budget £'000</u>	<u>2014/15 Ongoing Saving £'000</u>	<u>2015/16 Ongoing Saving £'000</u>	<u>2016/17 Ongoing Saving £'000</u>	<u>Total Cashable Efficiency £'000</u>	<u>2014/15 Staff Impact FTE</u>	<u>2015/16 Staff Impact FTE</u>	<u>2016/17 Staff Impact FTE</u>
	each burgh.									
CS2C-S-18 (L)	Reduction of two Facilities staff	Transformation	3,303	-	-	74	-	-	-	-2.0
CS2C-S-19 (L)	Reduction of one Sports Development Officer	Efficiency	619	-	-	29	-	-	-	-1.0
	TOTAL SAVINGS PROPOSALS			144	279	360	145	-2.6	-5.7	-10.7

Table 5b - Proposed Amendment / Alternative Saving(s):-

<u>Priority Ref.</u>	<u>Description of Saving</u>	<u>Saving Category#</u>	<u>Base Budget £'000</u>	<u>2015/16 Ongoing Saving £'000</u>	<u>2016/17 Ongoing Saving £'000</u>	<u>Total Cashable Efficiency £'000</u>	<u>2015/16 Staff Impact FTE</u>	<u>2016/17 Staff Impact FTE</u>
CS2C – S-10 (C)	Delete 3 LMART Development Worker posts - No future LMART worker provision (Note 1)	Stop/Reduce	40	40	-	-	-3.0	-
CS2C-S-13 (L)	Reduction in Countryside Staffing	Stop/Reduce	715	35	-	-	-0.8	-
CS2C – S-20 (C)	Deleting a vacant job share post within Archives	Stop/Reduce	123	10	-	10	-0.6	-
CS2C - S-21 (C)	Delete 4 museum assistant posts (Arbroath, Brechin, Kirriemuir & Montrose)	Stop/Reduce	315	42	-	-	-2.2	-
CS2C-S-22 (L)	Increase in Countryside income in fees & charges	Increased Income	156	20	-	-	-	-
	TOTAL			147	0	10	-6.6	0

Efficiency / Transformation / Stop/reduce / Increased Income (please refer to Introduction & Background for definitions)

Note 1 - Base budget is £100k; however there is a £60k contribution from People Directorate, which has been offered up as a saving (PC&YPS-S-13 (C&F)) in 15/16. Total base budget of £100k being withdrawn has the impact of a reduction of 3 FTE, in effect the £ 40k showing in the table above equates to 1 FTE.

Table 6 - Investment Bids 2015/16

Set out below are **the investment bids recommended for approval for 2015/16** listed in priority order and split between ongoing and one-off investments. Bids are restricted to 2015/16 only as investment bids affecting later years may be subject to significant change due to changing circumstances and uplifts provided are dependent on the level of overall resources available to the council which can only be determined in any particular year.

Priority Ref.	Proposal	2015/16 Ongoing £'000	2015/16 One-off £'000	2015/16 Total £'000	2015/16 Staff Impact FTE
CS2C-I-1 (T)	Webster Memorial Theatre – Investment required to address historical mis-alignment between the income and expenditure budgets for ticket agency and events – the average shortfall over 2 years is £65k (as reported to the member officer group examining the financial management of the WMT)	65	-	65	-
CS2C-I-2 (A)	ACCESS investment is required to offset savings approved in 2013/14 which were not implemented although the budgetary provision – £128k was removed from the overall budget.		128	128	
CS2C-I-3 (A)	Additional costs were also incurred following ACCESSLine relocation from Angus House (charged via central support recharge) to William Wallace House (recharged from the HRA – £22k)	22	-	22	-
	TOTAL INVESTMENT PROPOSALS	87	128	215	0

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

The budget proposals have been considered from a risk perspective and where significant risks have been identified plans are in place to monitor and manage these risks.

Equalities Implications

All budget savings proposals have been the subject of consideration from an equalities perspective.

**2015/16
Provisional Revenue Budget
(Including Budget Savings Proposals 2015/16 to 2016/17)**

Chief Executive

REVENUE BUDGET 2015/16
DIRECTORATE:
BUSINESS UNIT:
SERVICE:

CHIEF EXECUTIVE'S

SUMMARY

Sept. '14 Prices

	<u>*Final Budget @ Outturn Prices 2014/15 £'000's</u>	<u>Provisional Base Budget Submission (Before Investments & Savings) 2015/16 £'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 2015/16 £'000</u>
Chief Executive Unit	1,165	1,191	0	0	(50)	1,141
Members'	1,052	1,073	0	0	(25)	1,048
Resilience	106	108	0	0	(3)	105
Economic Development	1,312	1,315	0	0	(89)	1,226
TOTAL CHIEF EXECUTIVE'S	3,635	3,687	0	0	(167)	3,520

REVENUE BUDGET 2015/16
DIRECTORATE:
BUSINESS UNIT:
SERVICE:

CHIEF EXECUTIVE'S

CHIEF EXECUTIVE'S UNIT

Sept. '14 Prices

	<u>*Final</u> <u>Budget</u> <u>@ Outturn</u> <u>Prices</u> <u>2014/15</u> <u>£'000's</u>	<u>Provisional</u> <u>Base Budget</u> <u>Submission</u> <u>(Before</u> <u>Investments</u> <u>& Savings)</u> <u>2015/16</u> <u>£'000</u>	<u>Investment</u> <u>Bids</u> <u>Ongoing</u> <u>£'000</u>	<u>Investment</u> <u>Bids</u> <u>One-Off</u> <u>£'000</u>	<u>Budget</u> <u>Savings</u> <u>Applied</u> <u>£'000</u>	<u>Revised</u> <u>Base Budget</u> <u>Submission</u> <u>2015/16</u> <u>£'000</u>
<u>Expenditure</u>						
Employee Costs	1,624	1,557	0	0	(47)	1,510
Property Costs	1	1	0	0	0	1
Supplies & Services	89	95	0	0	0	95
Transport Costs	10	10	0	0	0	10
Third Party Payments	16	79	0	0	(11)	68
Transfer Payments	0	0	0	0	0	0
Recharge Costs (Internal)	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0
Support Services	0	0	0	0	0	0
CFCR	0	0	0	0	0	0
Total Expenditure	1,740	1,742	0	0	(58)	1,684
<u>Income</u>						
Specific Government Grants	0	0	0	0	0	0
Other Grants	0	0	0	0	0	0
Recharge Income (Internal)	574	550	0	0	(8)	542
Fees, Charges etc.	0	0	0	0	0	0
Other Income	1	1	0	0	0	1
Total Income	575	551	0	0	(8)	543
NET EXPENDITURE	1,165	1,191	0	0	(50)	1,141

REVENUE BUDGET 2015/16
DIRECTORATE:
BUSINESS UNIT:
SERVICE:

CHIEF EXECUTIVE'S

MEMBERS

Sept. '14 Prices

	<u>*Final</u> <u>Budget</u> <u>@ Outturn</u> <u>Prices</u> <u>2014/15</u> <u>£'000's</u>	<u>Provisional</u> <u>Base Budget</u> <u>Submission</u> <u>(Before</u> <u>Investments</u> <u>& Savings)</u> <u>2015/16</u> <u>£'000</u>	<u>Investment</u> <u>Bids</u> <u>Ongoing</u> <u>£'000</u>	<u>Investment</u> <u>Bids</u> <u>One-Off</u> <u>£'000</u>	<u>Budget</u> <u>Savings</u> <u>Applied</u> <u>£'000</u>	<u>Revised</u> <u>Base Budget</u> <u>Submission</u> <u>2015/16</u> <u>£'000</u>
<u>Expenditure</u>						
Employee Costs	784	805	0	0	(18)	787
Property Costs	149	149	0	0	0	149
Supplies & Services	75	69	0	0	(9)	60
Transport Costs	58	58	0	0	(4)	54
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Recharge Costs (Internal)	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0
Support Services	0	0	0	0	0	0
CFCR	0	0	0	0	0	0
Total Expenditure	1,066	1,081	0	0	(31)	1,050
<u>Income</u>						
Specific Government Grants	0	0	0	0	0	0
Other Grants	0	0	0	0	0	0
Recharge Income (Internal)	12	8	0	0	(6)	2
Fees, Charges etc.	0	0	0	0	0	0
Other Income	2	0	0	0	0	0
Total Income	14	8	0	0	(6)	2
NET EXPENDITURE	1,052	1,073	0	0	(25)	1,048

REVENUE BUDGET 2015/16
DIRECTORATE:
BUSINESS UNIT:
SERVICE:

CHIEF EXECUTIVE'S

RESILIENCE

Sept. '14 Prices

	<u>*Final</u> <u>Budget</u> <u>@ Outturn</u> <u>Prices</u> <u>2014/15</u> <u>£'000's</u>	<u>Provisional</u> <u>Base Budget</u> <u>Submission</u> <u>(Before</u> <u>Investments</u> <u>& Savings)</u> <u>2015/16</u> <u>£'000</u>	<u>Investment</u> <u>Bids</u> <u>Ongoing</u> <u>£'000</u>	<u>Investment</u> <u>Bids</u> <u>One-Off</u> <u>£'000</u>	<u>Budget</u> <u>Savings</u> <u>Applied</u> <u>£'000</u>	<u>Revised</u> <u>Base Budget</u> <u>Submission</u> <u>2015/16</u> <u>£'000</u>
Expenditure						
Employee Costs	87	89	0	0	0	89
Property Costs	0	0	0	0	0	0
Supplies & Services	16	16	0	0	(3)	13
Transport Costs	3	3	0	0	0	3
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Recharge Costs (Internal)	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0
Support Services	0	0	0	0	0	0
CFCR	0	0	0	0	0	0
Total Expenditure	106	108	0	0	(3)	105
Income						
Specific Government Grants	0	0	0	0	0	0
Other Grants	0	0	0	0	0	0
Recharge Income (Internal)	0	0	0	0	0	0
Fees, Charges etc.	0	0	0	0	0	0
Other Income	0	0	0	0	0	0
Total Income	0	0	0	0	0	0
NET EXPENDITURE	106	108	0	0	(3)	105

REVENUE BUDGET 2015/16
DIRECTORATE:
BUSINESS UNIT:
SERVICE:

CHIEF EXECUTIVE'S

ECONOMIC DEVELOPMENT

Sept. '14 Prices

	<u>*Final</u> <u>Budget</u> <u>@ Outturn</u> <u>Prices</u> <u>2014/15</u> <u>£'000's</u>	<u>Provisional</u> <u>Base Budget</u> <u>Submission</u> <u>(Before</u> <u>Investments</u> <u>& Savings)</u> <u>2015/16</u> <u>£'000</u>	<u>Investment</u> <u>Bids</u> <u>Ongoing</u> <u>£'000</u>	<u>Investment</u> <u>Bids</u> <u>One-Off</u> <u>£'000</u>	<u>Budget</u> <u>Savings</u> <u>Applied</u> <u>£'000</u>	<u>Revised</u> <u>Base Budget</u> <u>Submission</u> <u>2015/16</u> <u>£'000</u>
<u>Expenditure</u>						
Employee Costs	1,423	1,346	0	0	(44)	1,302
Property Costs	279	279	0	0	(6)	273
Supplies & Services	464	329	0	0	(10)	319
Transport Costs	33	33	0	0	0	33
Third Party Payments	316	191	0	0	(23)	168
Transfer Payments	0	0	0	0	0	0
Recharge Costs (Internal)	0	0	0	0	0	0
Capital Charges	32	32	0	0	0	32
Support Services	0	0	0	0	0	0
CFCR	0	0	0	0	0	0
Total Expenditure	2,547	2,210	0	0	(83)	2,127
<u>Income</u>						
Specific Government Grants	0	0	0	0	0	0
Other Grants	246	40	0	0	0	40
Recharge Income (Internal)	0	0	0	0	0	0
Fees, Charges etc.	989	855	0	0	6	861
Other Income	0	0	0	0	0	0
Total Income	1,235	895	0	0	6	901
NET EXPENDITURE	1,312	1,315	0	0	(89)	1,226

REVENUE BUDGET SUBMISSION 2015/16 to 2016/17

Strategic Directorate: - Chief Executive's Unit

Overall Strategy for the Service

The Chief Executive's Unit is responsible for the effective management of the Council overall; ensuring a corporate approach to the management and execution of the Council's affairs; providing strategic direction, advice and guidance on major policy options, ensuring effective implementation of Council policies and service delivery within a good governance framework. The Unit also leads on internal and external communication matters and provides direct support to Councillors through the Member Services team. The Council has to work collectively to achieve shared outcomes. These budget proposals will bring challenges for staff and elected members and new delivery models will be developed to achieve savings whilst maintaining/improving service.

SOA

The SOA overall has relevance for the Unit, but two aims have a particular importance –

- We have a sustainable economy with good employment opportunities
- Angus is a good place to live in, work in and visit

Overall Strategy for the Unit

The financial strategy adopted by the unit remains as previously reported – to share the impact of the savings required from the service, as far as practicable, equally across the five main work streams as each has a significant role to play in delivering the effective management of the Council. Communications, Governance, Executive Support, Resilience and Economic Development are the business areas of CEU.

The unit is currently reviewing how to integrate administration/clerical duties across the unit which will result in more effective working practises. This will be realised when Economic Development move from County Buildings to Angus House. Catering facilities at Members' Services will cease and any hospitality required for Civic Events will be bought in.

The Economic Development structure will also be reviewed to ensure that the service is better targeted at meeting the SOA outcomes and those of the AEDP Strategy. This will ensure that the service is cost effective and more focused on best value. Economic Development continues to have a significant dependence on income from property rentals but demand for property remains high. However, without further investment (none yet programmed but strategy for land and property investment being developed) long term will see a significant decline in this income generating capacity. A proactive approach will be implemented to accessing European funding for the new programme period 2014-2020 but this will require match funding and corporate commitment to undertaking projects at a national and transnational level.

The 2014/15 total net cost of Chief Executive's Unit is £3.635m (excl. CSS costs). This cost is projected to increase by 1.4% to £3.687 in 2015/16 due to allowable growth items, BEFORE allowing for any impact of the proposals in this paper. Should the proposals contained in this paper be approved, the net cost is projected to decrease by 3.2% to £3.520m.

Table 1 - Analysis of Costs by Service Area

Service Area	2014/15 Final Budget (per RB2 & RB3) £'000	2015/16 Provisional Budget (allowable) (per RB2 & RB3) £'000	Impact of 2015/16 Savings Proposals (per Table 2) £'000	Impact of 2015/16 Investment Proposals (per Table 3) £'000	2015/16 Provisional Budget £'000
Chief Executive's Unit	1,165	1,191	(50)	-	1,141
Resilience	106	108	(3)	-	105
Members' Services	1,052	1,073	(25)	-	1,048
Economic Development	1,312	1,315	(89)	-	1,226
TOTAL NET EXPENDITURE	3,635	3,687	(167)	0	3,520

Table 2 - Summary of Savings Proposals (Total)

	2015/16 £'000	2016/17 £'000	Total £'000
Total Value of Savings Approved per Report 84/14 (Table 5a)	(167)	(159)	(326)
Savings No Longer Considered Deliverable	87	-	87
Proposed Amendments to Savings (per Table 5b)	(87)	-	(87)
Shortfall / (Excess)	-	-	-
TOTAL REVISED SAVINGS PROPOSALS	(167)	(159)	(326)

Service Area	2015/16 Ongoing £'000	2015/16 One-off £'000	2015/16 Total £'000
None	-	-	-
TOTAL INVESTMENT PROPOSALS	0	0	0

Table 4 - Summary of Net Impact on Full Time Equivalent Staff

Service Area	2015/16 FTE	2016/17 FTE	Total
Chief Executive's Unit	-2.0	-	-2.0
Resilience	-	-	0
Members' Services	-1.0	-	-1.0
Economic Development	-1.5	-	-1.5
TOTAL FULL TIME EQUIVALENT STAFF	-4.5	** -3.0	** -7.5

** Total of -3.0 FTE across all services

Table 5a - Savings Proposals 2014/15 – 2016/17 – Approved per report 84/14

Set out below are the budget savings proposals approved per report 84/14 for 14/15, 15/16 and 16/17. **The savings indicated by an asterisk (*) and shading are no longer considered deliverable, or require refinement e.g. re-phasing in light of a change of circumstance.** Proposed Amendments / Alternative Savings are listed in table 5b.

Priority Ref.	Description of Saving	Saving Category#	Base Budget £'000	2014/15 Ongoing Saving £'000	2015/16 Ongoing Saving £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2014/15 Staff Impact FTE	2015/16 Staff Impact FTE	2016/17 Staff Impact FTE
CEU-S-1 (C)	Deletion of vacant post of Principal Corporate Planning Officer (CE02J17)	Efficiency	1,222	60	-	-	60	-1.0	-	-
CEU-S-2 (ED)	Reduction in posts <ul style="list-style-type: none"> • -0.6 Media Production technician, non replacement following resignation. Full cost saving not reflected due to anticipated need to supplement media activity on a contract basis. • -0.5 Development Officer - request to move from full to part time. • -1 Officer based on ER/VR, subject to agreement. Budget impact reduced by associated one-off burden and on-going compensation. 2015/16 <ul style="list-style-type: none"> • Cost saving net of ER/VR burdens for Officer 	Efficiency	1,440	53	22	-	75	-1.6	-0.5	-

Priority Ref.	Description of Saving	Saving Category#	Base Budget £'000	2014/15 Ongoing Saving £'000	2015/16 Ongoing Saving £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2014/15 Staff Impact FTE	2015/16 Staff Impact FTE	2016/17 Staff Impact FTE
CEU-S-3 (ED)	<p>Third party payments 2014/15</p> <ul style="list-style-type: none"> £3k from marketing (Tayscreen Funding), £5k from external funding (EFF match funding and events and conferences) and £7k from Strategy and Employability (Local Area Initiatives and Consultancy fees) <p>2015/16</p> <ul style="list-style-type: none"> £13k marketing (reduced payment to Visit Scotland and Dundee and Angus Convention Bureau and external funding cease www.Angus4community.com) <p>2016/17</p> <ul style="list-style-type: none"> £3k marketing (reduced payment to DACB) external funding £6k (close rural shop grant) and £12k employability (reduced consultancy fees) 	Reduce	234	15	20	21	56	-	-	-
CEU-S- 4 (C)	Reduction in budget for council newspaper to align budget with historic spend.	Efficiency	37	10	-	-	10	-	-	-
CEU-S-5 (M)	Reduction in cleaning costs budget within Members Services to reflect actual spend in recent years	Efficiency	138	10	-	-	10	-	-	-
CEU-S 6 (C)	Delete third party payments budget for Twinning activity– reflects spend in recent years	Stop	1	1	-	-	-	-	-	-
CEU-S-7 (M)	Delete vacant Clerical Officer post (CE04J11)	Efficiency	800	19	-	-	19	-1.0	-	-
CEU-S-8 (C)	Delete vacant Clerical Officer post(CE11J08)	Efficiency	1,222	19	-	-	19	-1.0	-	-
CEU-S- 9 (C)	Delete vacant Auditor post (CSF08J07)	Efficiency	1,222	19	-	-	19	-0.6	-	-

Priority Ref.	Description of Saving	Saving Category#	Base Budget £'000	2014/15 Ongoing Saving £'000	2015/16 Ongoing Saving £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2014/15 Staff Impact FTE	2015/16 Staff Impact FTE	2016/17 Staff Impact FTE
CEU-S-10 (ED)	Supplies and services 2014/15 <ul style="list-style-type: none"> Made up of £1k from ED HQ and £12k associated with shaving costs off a number of marketing budgets 2015/16 <ul style="list-style-type: none"> Made up of £6k from shaving marketing budgets 2016/17 <ul style="list-style-type: none"> £3k from ED HQ and £12k from shaving marketing budgets 	Reduce	524	13	6	15	34	-	-	-
CEU-S- 11 (ED)	Closure of Pictavia – net saving from closure of Pictavia comprising staff cost saving (2 x 0.5 FTE) plus property costs.	Stop	251	-	18	-	18	-	-1.0	-
*CEU-S-12 (M)	Reduce catering service provided in-house by hospitality assistants to nil.	Stop	800	-	18	-	-	-	-1.0	-
*CEU-S-13 (C)	Delete Personal Assistant within Executive Support through ER/VR	Efficiency	1,222	-	19	-	19	-	-0.8	-
CEU-S- 14 (ED)	Income - increased property income	Income	1,218	-	6	6	12	-	-	-
CEU-S- 15 (R)	Reduce specific business continuity budget within supplies and services	Reduce	16	-	3	-	-	-	-	-
*CEU-S-16 (C)	Reduce specific public relations initiatives budget within third party payments	Reduce	16	-	13	-	-	-	-	-
*CEU-S-17 (M)	Reduce Member's transport budget	Reduce	58	-	7	-	-	-	-	-
*CEU-S-18 (C)	Delete Personal Assistant within Executive Support	Efficiency	1,222	-	24	-	24	-	-1.0	-
CEU-S- 19 (M)	Reduce catering budget within Member's services	Reduce	75	-	5	-	-	-	-	-
*CEU-S-20 (M)	Reduce courier/delivery service budget within Member's services	Reduce	75	-	6	-	-	-	-	-

Priority Ref.	Description of Saving	Saving Category#	Base Budget £'000	2014/15 Ongoing Saving £'000	2015/16 Ongoing Saving £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2014/15 Staff Impact FTE	2015/16 Staff Impact FTE	2016/17 Staff Impact FTE
CEU-S- 21 (C)	Review of overall staffing resource within Chief Executive's Unit with a view to reducing staff numbers by 3.0 FTE basic grade professional posts.	Transformation	1,222	-	-	107	-	-	-	-3.0
CEU-S- 22 (C)	Reduction in supplies and services and transport costs	Reduce	76	-	-	10	-	-	-	-
TOTAL SAVINGS PROPOSALS				219	167	159	375	-5.2	-4.3	-3.0

Table 5b - Proposed Amendment / Alternative Saving(s):-

Priority Ref.	Description of Saving	Saving Category#	Base Budget £'000	2015/16 Ongoing Saving £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2015/16 Staff Impact FTE	2016/17 Staff Impact FTE
CEU-S-12(M)	Reduce catering service provided in house by hospitality assistants	Stop	800	12	-	-	-1.0	-
CEU-S-13 (C)	Review of support staff within Executive support	Efficiency	1,222	32	-	32	-1.8	-
CEU-S-16 (C)	Reduce specific public relations initiatives budget within third party payments	Reduce	16	11	-	-	-	-
CEU-S-17 (M)	Reduce Members' transport budget	Reduce	58	4	-	-	-	-
CEU-S-18 (ED)	Reduce External Funding	Reduce	7	3	-	-	-	-
CEU-S-20 (M)	Reduce courier/delivery service budget within Members' services	Reduce	75	4	-	-	-	-
CEU-S-23 (ED)	Reduce External Subscriptions (HQ)	Reduce	15	4	-	-	-	-
CEU-S-24(ED)	Removal of budget initially allocated to aid end of Leader Programme Costs (Original 2007/2013 Prog) No Longer required	Reduce	10	10	-	-	-	-
CEU-S-25 (C)	Reduction in communications staffing budget	Reduce	1,222	7	-	-	-0.2	-
TOTAL				87	0	32	-3.0	0

Efficiency / Transformation / Stop/reduce / Increased Income (please refer to Introduction & Background for definitions).

Table 6 - Investment Bids 2015/16

Set out below are **the investment bids recommended for approval for 2015/16** listed in priority order and split between ongoing and one-off investments. Bids are restricted to 2015/16 only as investment bids affecting later years may be subject to significant change due to changing circumstances and uplifts provided are dependent on the level of overall resources available to the council which can only be determined in any particular year.

<u>Priority Ref.</u>	<u>Proposal</u>	<u>2015/16 Ongoing £'000</u>	<u>2015/16 One-off £'000</u>	<u>2015/16 Total £'000</u>	<u>2015/16 Staff Impact FTE</u>
	None	-	-	-	-
	TOTAL INVESTMENT PROPOSALS	0	0	0	0

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

The budget proposals have been considered from a risk perspective and where significant risks have been identified plans are in place to monitor and manage these risks.

Equalities Implications

All budget savings proposals have been the subject of consideration from an equalities perspective.

**2015/16
Provisional Revenue Budget
(Including Budget Savings Proposals 2015/16 to 2016/17)**

Resources Directorate

REVENUE BUDGET 2015/16
DIRECTORATE:
BUSINESS UNIT:
SERVICE:

RESOURCES

SUMMARY

Sept. '14 Prices

	<u>Final Budget @ Outturn Prices 2014/15 £'000's</u>	<u>Provisional Base Budget Submission (Before Investments & Savings) 2015/16 £'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 2015/16 £'000</u>
Transforming Angus	904	904	0	0	0	904
Corporate Improvement & Finance	3,466	3,835	16	0	(177)	3,674
Legal & Democratic Services	2,220	2,224	0	0	(24)	2,200
Organisational Change	3,209	3,411	26	0	(96)	3,341
TOTAL RESOURCES	9,799	10,374	42	0	(297)	10,119

REVENUE BUDGET 2015/16
DIRECTORATE:
BUSINESS UNIT:
SERVICE:

RESOURCES

TRANSFORMING ANGUS

Sept. '14 Prices

	<u>Final</u> <u>Budget</u> <u>@ Outturn</u> <u>Prices</u> <u>2014/15</u> <u>£'000's</u>	<u>Provisional</u> <u>Base Budget</u> <u>Submission</u> <u>(Before</u> <u>Investments</u> <u>& Savings)</u> <u>2015/16</u> <u>£'000</u>	<u>Investment</u> <u>Bids</u> <u>Ongoing</u> <u>£'000</u>	<u>Investment</u> <u>Bids</u> <u>One-Off</u> <u>£'000</u>	<u>Budget</u> <u>Savings</u> <u>Applied</u> <u>£'000</u>	<u>Revised</u> <u>Base Budget</u> <u>Submission</u> <u>2015/16</u> <u>£'000</u>
<u>Expenditure</u>						
Employee Costs	154	202	0	0	0	202
Property Costs	0	105	0	0	0	105
Supplies & Services	750	589	0	0	0	589
Transport Costs	0	8	0	0	0	8
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Recharge Costs (Internal)	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0
Support Services	0	0	0	0	0	0
CFCR	0	0	0	0	0	0
Total Expenditure	904	904	0	0	0	904
<u>Income</u>						
Specific Government Grants	0	0	0	0	0	0
Other Grants	0	0	0	0	0	0
Recharge Income (Internal)	0	0	0	0	0	0
Fees, Charges etc.	0	0	0	0	0	0
Other Income	0	0	0	0	0	0
Total Income	0	0	0	0	0	0
NET EXPENDITURE	904	904	0	0	0	904

REVENUE BUDGET 2015/16
DIRECTORATE:
BUSINESS UNIT:
SERVICE:

RESOURCES
CORPORATE IMPROVEMENT & FINANCE
SUMMARY

Sept. '14 Prices

	<u>Final</u> <u>Budget</u> <u>@ Outturn</u> <u>Prices</u> <u>2014/15</u> <u>£'000's</u>	<u>Provisional</u> <u>Base Budget</u> <u>Submission</u> <u>(Before</u> <u>Investments</u> <u>& Savings)</u> <u>2015/16</u> <u>£'000</u>	<u>Investment</u> <u>Bids</u> <u>Ongoing</u> <u>£'000</u>	<u>Investment</u> <u>Bids</u> <u>One-Off</u> <u>£'000</u>	<u>Budget</u> <u>Savings</u> <u>Applied</u> <u>£'000</u>	<u>Revised</u> <u>Base Budget</u> <u>Submission</u> <u>2015/16</u> <u>£'000</u>
<u>Expenditure</u>						
Employee Costs	4,268	4,575	0	0	(176)	4,399
Property Costs	126	127	0	0	0	127
Supplies & Services	524	513	0	0	0	513
Transport Costs	34	34	0	0	0	34
Third Party Payments	80	80	0	0	0	80
Transfer Payments	0	0	0	0	0	0
Recharge Costs (Internal)	48	48	0	0	0	48
Capital Charges	0	0	0	0	0	0
Support Services	0	0	0	0	0	0
CFCR	0	0	0	0	0	0
Total Expenditure	5,080	5,377	0	0	(176)	5,201
<u>Income</u>						
Specific Government Grants	0	0	0	0	0	0
Other Grants	315	243	(16)	0	0	227
Recharge Income (Internal)	873	873	0	0	0	873
Fees, Charges etc.	423	423	0	0	0	423
Other Income	3	3	0	0	1	4
Total Income	1,614	1,542	(16)	0	1	1,527
NET EXPENDITURE	3,466	3,835	16	0	(177)	3,674

REVENUE BUDGET 2015/16
DIRECTORATE:
BUSINESS UNIT:
SERVICE:

RESOURCES
LEGAL & DEMOCRATIC SERVICES
SUMMARY

Sept. '14 Prices

	<u>Final</u> <u>Budget</u> <u>@ Outturn</u> <u>Prices</u> <u>2014/15</u> <u>£'000's</u>	<u>Provisional</u> <u>Base Budget</u> <u>Submission</u> <u>(Before</u> <u>Investments</u> <u>& Savings)</u> <u>2015/16</u> <u>£'000</u>	<u>Investment</u> <u>Bids</u> <u>Ongoing</u> <u>£'000</u>	<u>Investment</u> <u>Bids</u> <u>One-Off</u> <u>£'000</u>	<u>Budget</u> <u>Savings</u> <u>Applied</u> <u>£'000</u>	<u>Revised</u> <u>Base Budget</u> <u>Submission</u> <u>2015/16</u> <u>£'000</u>
<u>Expenditure</u>						
Employee Costs	2,186	2,231	0	0	(20)	2,211
Property Costs	496	496	0	0	0	496
Supplies & Services	601	602	0	0	0	602
Transport Costs	20	20	0	0	0	20
Third Party Payments	12	12	0	0	0	12
Transfer Payments	0	0	0	0	0	0
Recharge Costs (Internal)	60	60	0	0	0	60
Capital Charges	10	10	0	0	0	10
Support Services	0	0	0	0	0	0
CFCR	0	0	0	0	0	0
Total Expenditure	3,385	3,431	0	0	(20)	3,411
<u>Income</u>						
Specific Government Grants	0	0	0	0	0	0
Other Grants	0	0	0	0	0	0
Recharge Income (Internal)	629	629	0	0	0	629
Fees, Charges etc.	203	203	0	0	4	207
Other Income	333	375	0	0	0	375
Total Income	1,165	1,207	0	0	4	1,211
NET EXPENDITURE	2,220	2,224	0	0	(24)	2,200

REVENUE BUDGET 2015/16
DIRECTORATE:
BUSINESS UNIT:
SERVICE:

RESOURCES
ORGANISATIONAL CHANGE
SUMMARY

Sept. '14 Prices

	<u>Final</u> <u>Budget</u> <u>@ Outturn</u> <u>Prices</u> <u>2014/15</u> <u>£'000's</u>	<u>Provisional</u> <u>Base Budget</u> <u>Submission</u> <u>(Before</u> <u>Investments</u> <u>& Savings)</u> <u>2015/16</u> <u>£'000</u>	<u>Investment</u> <u>Bids</u> <u>Ongoing</u> <u>£'000</u>	<u>Investment</u> <u>Bids</u> <u>One-Off</u> <u>£'000</u>	<u>Budget</u> <u>Savings</u> <u>Applied</u> <u>£'000</u>	<u>Revised</u> <u>Base Budget</u> <u>Submission</u> <u>2015/16</u> <u>£'000</u>
<u>Expenditure</u>						
Employee Costs	3,351	3,546	0	0	(42)	3,504
Property Costs	105	105	0	0	0	105
Supplies & Services	927	927	26	0	(54)	899
Transport Costs	44	51	0	0	0	51
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Recharge Costs (Internal)	47	47	0	0	0	47
Capital Charges	0	0	0	0	0	0
Support Services	0	0	0	0	0	0
CFCR	0	0	0	0	0	0
Total Expenditure	4,474	4,676	26	0	(96)	4,606
<u>Income</u>						
Specific Government Grants	0	0	0	0	0	0
Other Grants	0	0	0	0	0	0
Recharge Income (Internal)	1,255	1,255	0	0	0	1,255
Fees, Charges etc.	0	0	0	0	0	0
Other Income	10	10	0	0	0	10
Total Income	1,265	1,265	0	0	0	1,265
NET EXPENDITURE	3,209	3,411	26	0	(96)	3,341

REVENUE BUDGET SUBMISSION 2015/16 to 2016/17

Strategic Directorate: - Resources
Service: – Corporate Improvement & Finance

Overall Strategy for the Service

The Service provides both front line services to the public and back office services to the Council, its elected members and directorates. Despite the Revenues & Benefits Service's role in providing vital benefit and welfare services to citizens there are currently no outcomes within the SOA which the Service is directly responsible for delivering. The Service's work therefore contributes to the achievement of Single Outcome Agreement targets and the Corporate Plan in an indirect but nonetheless critical way through our support to other directorates and services.

Our service outlook and therefore our overall budget strategy is to provide the best service we can as efficiently as we can based on the reducing resources we expect to have available. Our approach is therefore to maximise savings through efficiency, transformation and service redesign and to do all we can to avoid negative impacts on services and customers. We accept we need to take our share of the financial pain in the period ahead but we caution against seeing back office services in particular as not playing an important role in the smooth and efficient running of the Council. Significant cuts in these areas may be counter productive if they undermine our strong financial management and governance and mean we are unable to support the change programme so vital to helping the Council balance future budgets.

Some 78% of the Corporate Improvement & Finance gross expenditure budget is staff costs so it is impractical to avoid savings options which involve staff reductions. Our proposals seek to maximise the savings from efficiency and transformation initiatives but these are not without impact and will still require early retirement and redundancy options to be considered. We think we can achieve around £371,000 of savings through efficiency and transformation over the 3 year period 2014/15 to 2016/17 and although we hope to limit the impact there is still likely to be some diminution in the level of service which can be provided, albeit quantifying that impact is difficult to assess. The balance of savings over this 3 year period of £203,000 will be delivered by applying stop/reduce measures which are unavoidable proposals in order to achieve a 15% reduction in spend overall. The impact of these is difficult to predict but the resultant reductions in staff will reduce our capacity to provide finance support services and support corporate improvement across the Council and may impact on the time taken to provide revenues and benefits services. We will work hard to try to mitigate such impacts as best we can.

The 2014/15 total net cost of Corporate Improvement & Finance is £3.466m (excl. CSS costs). This cost is projected to increase by 10.6% to £3.835m in 2015/16 due to allowable growth items, BEFORE allowing for any impact of the proposals in this paper. Should the proposals contained in this paper be approved, the net cost is projected to increase by 6.0% to £3.674m.

Table 1 - Analysis of Costs by Service Area

Service Area	2014/15 Final Budget (per RB2 & RB3) £'000	2015/16 Provisional Budget (allowable) (per RB2 & RB3) £'000	Impact of 2015/16 Savings Proposals (per Table 2) £'000	Impact of 2015/16 Investment Proposals (per Table 3) £'000	2015/16 Provisional Budget £'000
Finance General & Corporate Improvement	2,092	2,350	(126)	-	2,224
Finance Revenues & Benefits	1,374	1,485	(51)	16	1,450
TOTAL NET EXPENDITURE	3,466	3,835	(177)	16	3,674

Table 2 - Summary of Savings Proposals (Total)

	2015/16 £'000	2016/17 £'000	Total £'000
Total Value of Savings Approved per Report 84/14 (Table 5a)	(225)	(173)	(398)
Savings No Longer Considered Deliverable	86	20	106
Proposed Amendments to Savings (per Table 5b)	(70)	(36)	(106)
Savings Transferred to Organisational Change	32	-	32
TOTAL REVISED SAVINGS PROPOSALS	(177)	(189)	(366)

Table 3 - Summary of Investment Proposals (Total)

Service Area	2015/16 Ongoing £'000	2015/16 One-off £'000	2015/16 Total £'000
Finance Revenues & Benefits	16	-	16
TOTAL INVESTMENT PROPOSALS	16	0	16

Table 4 - Summary of Net Impact on Full Time Equivalent Staff

Service Area	2015/16 FTE	2016/17 FTE	Total
Finance General & Corporate Improvement	-4.3	-2.7	-7.0
Finance Revenues & Benefits	-2.2	-5.5	-7.7
TOTAL FULL TIME EQUIVALENT STAFF	-6.5	-8.2	-14.7

Table 5a - Savings Proposals 2014/15 – 2016/17 – Approved per report 84/14

Set out below are the budget savings proposals approved per report 84/14 for 14/15, 15/16 and 16/17. **The savings indicated by an asterisk (*) and shading are no longer considered deliverable, or require refinement e.g. re-phasing in light of a change of circumstance.** Proposed Amendments / Alternative Savings are listed in table 5b.

Priority Ref.	Description of Saving	Saving Category#	Base Budget £'000	2014/15 Ongoing Saving £'000	2015/16 Ongoing Saving £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2014/15 Staff Impact FTE	2015/16 Staff Impact FTE	2016/17 Staff Impact FTE
RCI&F-S-1 (G&CI)	Additional charges income for services provided to Scottish Water and other funds e.g. Loans Fund	Increased Income	422	11	1	1	13	-	-	-
RCI&F-S-2 (G&CI) &(R&B)	Reduce all non-staff cost budgets by restricting or stopping some activities - will cover travel, equipment, subscriptions, etc. - Corporate Improvement & Finance - Revenues & Benefits	Stop/ Reduce	370 301	3 4	-	-	-	-	-	-
RCI&F-S-3 (R&B)	Reduce staff costs budget to reflect savings from flexible working arrangements, increase budgeted allowance for staff slippage and full year effect of staff changes in liaison service.	Efficiency	2,421	24	-	-	24	-1.0	-	-
RCI&F-S-4 (R&B)	Revenues senior management restructure - deletion of LG10 post (no redundancy issues)	Efficiency	2,421	43	-	-	43	-1.0	-	-
RCI&F-S-5 (R&B)	Review of postage and printing arrangements – consider change of provider for council tax billing plus move to electronic remittances, fewer posted reminders for other activities	Efficiency	271	8	-	-	8	-	-	-
RCI&F-S-6 (G&CI)	Transferred to Organisational Change Reduction in payroll staff costs occasioned by Resourcelink developments (phased over 2 years and mostly in 2015/16) - may require early retirement or voluntary redundancy	Transformation	2,115	10	32	-	42	-0.3	-1.7	-
RCI&F-S-7 (R&B)	Review of admin staffing and arrangements at Inverlay House. Will require early retirement or voluntary redundancy	Efficiency	2,421	39	4	-	43	-1.8	-0.2	-

<u>Priority Ref.</u>	<u>Description of Saving</u>	<u>Saving Category#</u>	<u>Base Budget £'000</u>	<u>2014/15 Ongoing Saving £'000</u>	<u>2015/16 Ongoing Saving £'000</u>	<u>2016/17 Ongoing Saving £'000</u>	<u>Total Cashable Efficiency £'000</u>	<u>2014/15 Staff Impact FTE</u>	<u>2015/16 Staff Impact FTE</u>	<u>2016/17 Staff Impact FTE</u>
*RCI&F-S-8 (G&C)	Service review of income and debt including move of rent collection to Revenues & Benefits - assumed savings in existing Corporate Improvement & Finance staff costs.	Transformation	2,115	4	26	-	30	-0.2	-1.2	-
RCI&F-S-9 (G&C)	Review of admin and clerical support - Angus House – move to a Directorate wide provision	Efficiency	2,115	-	10	-	10	-	-0.5	-
RCI&F-S-10 (G&C)	Review of Payments & Procurement as part of Purchase to Pay strategy - this review combined with changes relating to income will create an opportunity for early retirement/voluntary redundancy.	Efficiency	2,115	10	46	-	56	-0.2	-0.8	-
RCI&F-S-11 (R&B)	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-12 (R&B)	Move to electronic risk based verification for benefits and online forms software allowing 2 posts to be deleted.	Transformation	2,421	-	25	25	50	-	-1.0	-1.0
*RCI&F-S-13 (G&C)	Review of Finance Service provision (accounting/financial advice, etc.) - this review is ongoing but given the financial pressures it is necessary for this review and this area of service to deliver savings. Savings shown are only those in the current CI & F budget but savings in costs in People where staff also provide finance services may also be achieved. Savings will require early retirement/voluntary redundancy and will affect service provision	Mix of Stop/Reduce and Efficiency	2,115	20	50	20	30	-1.0	-2.0	-1.0

<u>Priority Ref.</u>	<u>Description of Saving</u>	<u>Saving Category#</u>	<u>Base Budget £'000</u>	<u>2014/15 Ongoing Saving £'000</u>	<u>2015/16 Ongoing Saving £'000</u>	<u>2016/17 Ongoing Saving £'000</u>	<u>Total Cashable Efficiency £'000</u>	<u>2014/15 Staff Impact FTE</u>	<u>2015/16 Staff Impact FTE</u>	<u>2016/17 Staff Impact FTE</u>
*RCI&F-S-14 (G&C)	Reduce procurement staffing by 0.5 FTE - assistance to departments with PECOS and general procurement queries will be diminished	Stop/ Reduce	2,115	-	10	-	-	-	-0.5	-
RCI&F-S-15 (R&B)	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	-	21	75	-	-	-1.0	-3.5
RCI&F-S-16 (G&C)	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 SAVINGS PROPOSALS				176	225	173	371	-5.5	-8.9	-7.5

Table 5b - Proposed Amendment / Alternative Saving(s):-

<u>Priority Ref.</u>	<u>Description of Saving</u>	<u>Saving Category#</u>	<u>Base Budget £'000</u>	<u>2015/16 Ongoing Saving £'000</u>	<u>2016/17 Ongoing Saving £'000</u>	<u>Total Cashable Efficiency £'000</u>	<u>2015/16 Staff Impact FTE</u>	<u>2016/17 Staff Impact FTE</u>
RCI&F-S-8 (G&C)	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-13 (G&C)	Review of Finance Service provision (accounting/financial advice, etc.)	Mix of Stop/Reduce and Efficiency	2,071	70	-	24	-3.0	-
RCI&F-S-14 (G&C)	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
TOTAL				70	36	50	-3.0	-1.7

Efficiency / Transformation / Stop/reduce / Increased Income (please refer to Introduction & Background for definitions)

Table 6 - Investment Bids 2015/16

Set out below are **the investment bids recommended for approval for 2015/16** listed in priority order and split between ongoing and one-off investments. Bids are restricted to 2015/16 only as investment bids affecting later years may be subject to significant change due to changing circumstances and uplifts provided are dependent on the level of overall resources available to the council which can only be determined in any particular year.

<u>Priority Ref.</u>	<u>Proposal</u>	<u>2015/16 Ongoing £'000</u>	<u>2015/16 One-off £'000</u>	<u>2015/16 Total £'000</u>	<u>2015/16 Staff Impact FTE</u>
RCI&F-I-1 (R&B)	Loss of DWP Administration Grant resulting from Housing Benefit Fraud Investigations transferring to the Single Fraud Investigation Service in May 2015. The bid of £40,000 is allocated 60% to Other Housing, 40% to Revenue & Benefits.	16	-	16	-
	TOTAL INVESTMENT PROPOSALS	16	0	16	0

Delivery of some of the proposed savings will require investment in technology and in some cases will result in severance costs from early retirements/voluntary redundancies. These are however anticipated to be met in full from either existing budgets or if agreed the Transforming Angus Change Fund.

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

The budget proposals have been considered from a risk perspective and where significant risks have been identified plans are in place to monitor and manage these risks.

Equalities Implications

All budget savings proposals have been the subject of consideration from an equalities perspective.

REVENUE BUDGET SUBMISSION 2015/16 to 2016/17

Strategic Directorate: - Resources
Service: – Legal & Democratic Services

Overall Strategy for the Service

As a support service, Legal and Democratic Services contributes to all elements of the SOA by contributing and helping to guide the strategic management and operational efficiency of the Council. In particular, Legal & Democratic Services provides sound legal advice and support; the secretariat for the Council's Committees and Electoral Services along with the frontline Registration and Licensing Services. The Service seeks to meet the demands of its customers and allocates resources accordingly. Temporary posts have been created within the Legal Services' teams to deal with increased social care legislation, debt recovery and major investment projects such as the Brechin and Forfar Community Campus DBFM, funded by the previous year's under spends which have arisen mainly from other posts within the Service not being filled. The nature of filling vacancies using short term temporary posts impacts on the ability of Legal & Democratic Services to deliver key services as solicitors tend to leave for permanent posts creating vacancies and a requirement to recruit on a continual basis with the accompanying reduction in service delivery.

The Service has recently completed a review of Legal Services and a new Service Manager is now in place. A further review of the Print Unit which will look at how print and copy services are delivered to the Council and make recommendations for the long term future of the Unit is to commence once a new Project Manager is in place. A review of the Democratic Services team is planned and will commence once the review of the current committee structure is completed in April 2015. It is hoped that these reviews will help inform the senior management team's strategy for delivering services over the next three years

The Service has based savings in 2015/16 on previously identified savings which are ultimately deliverable, proposed savings for 2016/17 rely on reducing already depleted budgets and the staffing resource across the service. It is anticipated that some savings may be realised from the reviews currently underway, however, these reviews may not identify significant savings for future years and may indeed identify the need for additional resources if the current level of service provided is to be maintained. If savings require to be met from a reduction in staff resources this may lead to compulsory redundancies and a significant reduction in the current service with support only then available for the provision of statutory functions.

There are no proposals to seek feedback on specific budget proposals but it should be noted that the service undertakes regular consultation exercises with all customers both internal and external. Any review of services which impacts on customers would be subject to a public consultation exercise.

The 2014/15 total net cost of Legal & Democratic Services is £2.220m (excl. CSS costs). This cost is projected to increase by 0.2% to £2.224m in 2015/16 due to allowable growth items, BEFORE allowing for any impact of the proposals in this paper. Should the proposals contained in this paper be approved, the net cost is projected to decrease by 0.9% to £2.200m.

Table 1 - Analysis of Costs by Service Area

Service Area	2014/15 Final Budget (per RB2 & RB3) £'000	2015/16 Provisional Budget (allowable) (per RB2 & RB3) £'000	Impact of 2015/16 Savings Proposals (per Table 2) £'000	Impact of 2015/16 Investment Proposals (per Table 3) £'000	2015/16 Provisional Budget £'000
Core Services	1,831	1,832	(20)	-	1,812
Angus House HQ	528	529	-	-	529
Print & Design Unit	(1)	(1)	-	-	(1)
Registrars	107	109	(1)	-	108
Licensing	(245)	(245)	(3)	-	(248)
TOTAL NET EXPENDITURE	2,220	2,224	(24)	0	2,200

Table 2 - Summary of Savings Proposals (Total)

	2015/16 £'000	2016/17 £'000	Total £'000
Total Value of Savings Approved per Report 84/14 (Table 5a)	(24)	(196)	(220)
Savings No Longer Considered Deliverable	-	50	50
Proposed Amendments to Savings (per Table 5b)	-	(50)	(50)
TOTAL REVISED SAVINGS PROPOSALS	(24)	(196)	(220)

Table 3 - Summary of Investment Proposals (Total)

Service Area	2015/16 Ongoing £'000	2015/16 One-off £'000	2015/16 Total £'000
None	-	-	-
TOTAL INVESTMENT PROPOSALS	0	0	0

Table 4 - Summary of Net Impact on Full Time Equivalent Staff

Service Area	2015/16 FTE	2016/17 FTE	Total
Core Services	-0.5	-4.5	-5.0
Angus House HQ	-	-0.6	-0.6
Print & Design Unit	-	-	0
Registrars	-	-	0
Licensing	-	-	0
TOTAL FULL TIME EQUIVALENT STAFF	-0.5	-5.1	-5.6

Table 5a - Savings Proposals 2014/15 – 2016/17 – Approved per report 84/14

Set out below are the budget savings proposals approved per report 84/14 for 14/15, 15/16 and 16/17. **The savings indicated by an asterisk (*) and shading are no longer considered deliverable, or require refinement e.g. re-phasing in light of a change of circumstance.** Proposed Amendments / Alternative Savings are listed in table 5b.

Priority Ref.	Description of Saving	Saving Category#	Base Budget £'000	2014/15 Ongoing Saving £'000	2015/16 Ongoing Saving £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2014/15 Staff Impact FTE	2015/16 Staff Impact FTE	2016/17 Staff Impact FTE
RLD-S-1 (R & L)	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. - Registrars (£2k / £1k) - Licensing (£1k / £3k / £4k)	Increased Income	297	3	4	4	11	-	-	-
RLD-S-2 (OSCP)	Significant reduction in Children's Panel budget – the new budget will reflect the expenditure levels in 2011/12 AND 2012/13	Efficiency	108	40	-	-	40	-	-	-
RLD-S-3 (C)	Staff slippage / deletion of Clerical Assistant post(s) – This will be achieved by delays in filling vacancies and deletion of vacant posts.	Efficiency	1,491	30	20	-	50	-1.8	-0.5	-
RLD-S-4 (R)	Review of the Registration Service budget – minor staff restructure and increasing income targets.	Efficiency / Increased Income	202	30	-	-	30	-	-	-
RLD-S-5 (HQ)	Removal of Legal & Democratic Services records/files etc from corporate store (Unit 4 Orchardbank) – the intention is to move the records/files etc to another suitable property along with election equipment.	Stop / Reduce	10	10	-	-	10	-	-	-
RLD-S-6 (C)	Significant reduction to the overall Legal & Democratic Services training budgets.	Stop / Reduce	7	-	-	5	5	-	-	-

Priority Ref.	Description of Saving	Saving Category#	Base Budget £'000	2014/15 Ongoing Saving £'000	2015/16 Ongoing Saving £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2014/15 Staff Impact FTE	2015/16 Staff Impact FTE	2016/17 Staff Impact FTE
RLD-S-7 (C)	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)	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	-	-	-	-0.6
*RLD-S-9 (R)	Further review of Registration Service – this would involve a review of current accommodation.	Stop / Reduce	149	-	-	50	-	-	-	-
RLD-S-10 (C)	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	1,502	-	-	87	-	-	-	-3.5
	TOTAL SAVINGS PROPOSALS			113	24	196	156	-1.8	-0.5	-4.1

Table 5b - Proposed Amendment / Alternative Saving(s):-

<u>Priority Ref.</u>	<u>Description of Saving</u>	<u>Saving Category#</u>	<u>Base Budget £'000</u>	<u>2015/16 Ongoing Saving £'000</u>	<u>2016/17 Ongoing Saving £'000</u>	<u>Total Cashable Efficiency £'000</u>	<u>2015/16 Staff Impact FTE</u>	<u>2016/17 Staff Impact FTE</u>
RLD-S-3(C)	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-10(C)	Further review of overall staffing resource within Legal & Democratic Services. The intention would be still to reduce staff numbers by 3.5 FTE however the budget cut would now be £107k as opposed to £87k. Compulsory redundancies may be required to achieve this reduction.	Stop / Reduce	1,531	-	20	-	-	-
RLD-S-11 (C)	Additional income within Registration Services – introduction of baby naming ceremonies.	Increased Income	142	-	10	10	-	-
	TOTAL			0	50	30	0	-1.0

Efficiency / Transformation / Stop/reduce / Increased Income (please refer to Introduction & Background for definitions)

Table 6 - Investment Bids 2015/16

Set out below are **the investment bids recommended for approval for 2015/16** listed in priority order and split between ongoing and one-off investments. Bids are restricted to 2015/16 only as investment bids affecting later years may be subject to significant change due to changing circumstances and uplifts provided are dependent on the level of overall resources available to the council which can only be determined in any particular year.

<u>Priority Ref.</u>	<u>Proposal</u>	<u>2015/16 Ongoing £'000</u>	<u>2015/16 One-off £'000</u>	<u>2015/16 Total £'000</u>	<u>2015/16 Staff Impact FTE</u>
	None	-	-	-	-
	TOTAL INVESTMENT PROPOSALS	0	0	0	0

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

The budget proposals have been considered from a risk perspective and where significant risks have been identified plans are in place to monitor and manage these risks.

Equalities Implications

All budget savings proposals have been the subject of consideration from an equalities perspective.

REVENUE BUDGET SUBMISSION 2015/16 to 2016/17

Strategic Directorate: - Resources
Service: – Organisational Change

Overall Strategy for the Service

Organisational Change consists of the Services that previously made up Human Resources (HR), Information Technology (IT), Organisational Development (OD) and elements of the Payroll Function that were transferred from Corporate Improvement and Finance. The new structure has 4 activity streams which are HR, IT, OD and Health and Safety and these are managed by a single Head of Service. The Service's business aim is to deliver effective, high quality services in a timely manner to the Council's Directorates.

Prior to the realignment of resources each of the Services carried out benchmarking activity against a number of other local authorities. The process showed that whilst the Services benchmarked well in terms of activity the resourcing levels were consistently lower. This has resulted in a service budget strategy that seeks to protect staffing levels and deliver against the Council's budget strategy by stopping or reducing activities that have a minimal detrimental impact on the activities of the new Service.

During 2015/16 and beyond the Service will look to create additional efficiencies in its business processes by adopting a digital by default approach to internal service delivery through the use of existing digital platforms and, where appropriate freely available social media and web channels. These developments will seek to improve the outcomes for Council employees across the range of services provided by Organisational Change.

The 2014/15 total net cost of Organisational Change is £3.209m (excl. CSS costs). This cost is projected to increase by 6.3% to £3.411m in 2015/16 due to allowable growth items, BEFORE allowing for any impact of the proposals in this paper. Should the proposals contained in this paper be approved, the net cost is projected to increase by 4.1% to £3.341m.

Table 1 - Analysis of Costs by Service Area

Service Area	2014/15 Final Budget (per RB2 & RB3) £'000	2015/16 Provisional Budget (allowable) (per RB2 & RB3) £'000	Impact of 2015/16 Savings Proposals (per Table 2) £'000	Impact of 2015/16 Investment Proposals (per Table 3) £'000	2015/16 Provisional Budget £'000
Information Technology	1,689	1,695	(64)	26	1,657
Human Resources	1,283	1,349	(32)	-	1,317
Organisational Development	237	367	-	-	367
TOTAL NET EXPENDITURE	3,209	3,411	(96)	26	3,341
Other Services (Ordnance Survey)	99	99	(36)	-	63
			(132)		

Table 2 - Summary of Savings Proposals (Total)

	2015/16 £'000	2016/17 £'000	Total £'000
Total Value of Savings Approved per Report 84/14 (Table 5a)	(90)	(106)	(196)
Savings No Longer Considered Deliverable	26	24	50
Proposed Amendments to Savings (per Table 5b)	(36)	(14)	(50)
Saving Transferred from Corporate Improvement & Finance	(32)	-	(32)
TOTAL REVISED SAVINGS PROPOSALS	(132)	(96)	(228)

Table 3 - Summary of Investment Proposals (Total)

Service Area	2015/16 Ongoing £'000	2015/16 One-off £'000	2015/16 Total £'000
Information Technology	26	-	26
Human Resources	-	-	0
Organisational Development	-	-	0
TOTAL INVESTMENT PROPOSALS	26	0	26

Table 4 - Summary of Net Impact on Full Time Equivalent Staff

Service Area	2015/16 FTE	2016/17 FTE	Total
Information Technology	-0.5	-	-0.5
Human Resources	-1.7	-	-1.7
Organisational Development	-	-	0
TOTAL FULL TIME EQUIVALENT STAFF	-2.2	0	-2.2

Table 5a - Savings Proposals 2014/15 – 2016/17 – Approved per report 84/14

Set out below are the budget savings proposals approved per report 84/14 for 14/15, 15/16 and 16/17. **The savings indicated by an asterisk (*) and shading are no longer considered deliverable, or require refinement e.g. re-phasing in light of a change of circumstance.** Proposed Amendments / Alternative Savings are listed in table 5b.

Priority Ref.	Description of Saving	Saving Category#	Base Budget £'000	2014/15 Ongoing Saving £'000	2015/16 Ongoing Saving £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2014/15 Staff Impact FTE	2015/16 Staff Impact FTE	2016/17 Staff Impact FTE
ROC-S-1 (OS)	Reduce level of corporate training budget within <u>Other Services</u> over the period reflecting the increased use of e-learning and other alternatives to expenditure on external consultants which is met from that budget.	Efficiency	125	35	-	-	35	-	-	-
ROC-S-2 (IT)	Budget provision was made within IT to deliver agile working for staff in the Service. These capabilities will be in place by financial year 2016/17	Efficiency	20	10	10	-	20	-	-	-
ROC-S-3 (IT)	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 will be reduced in scope.	Efficiency	56	23	23	-	46	-	-	-
ROC-S-4 (IT)	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	22	21	20	63	-	-	-
*ROC-S-5 (IT)	National PSN (SWAN) contracts for wide area network services are to deliver 20% savings on WAN for partner agencies. The Council will tender its WAN requirement under these contracts.	Efficiency	265	-	26	24	50	-	-	-
ROC-S-6 (IT)	Saving of 0.5 FTE as contribution to Resources review of admin support	Efficiency	20	-	10	-	10	-	-0.5	-

Priority Ref.	Description of Saving	Saving Category#	Base Budget £'000	2014/15 Ongoing Saving £'000	2015/16 Ongoing Saving £'000	2016/17 Ongoing Saving £'000	Total Cashable Efficiency £'000	2014/15 Staff Impact FTE	2015/16 Staff Impact FTE	2016/17 Staff Impact FTE
ROC-S-7 (IT)	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-8 (IT)	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 SAVINGS PROPOSALS			90	90	106	286	0	-0.5	0
ROC-S-11 (HR) Old ref= RCI&F-S-6 (G&CI)	Transferred from Corporate Improvement & Finance Reduction in payroll staff costs occasioned by Resourcelink developments (phased over 2 years and mostly in 2015/16) - may require early retirement or voluntary redundancy	Transformation	2,115	10	32	-	42	-0.3	-1.7	-

Table 5b - Proposed Amendment / Alternative Saving(s):-

<u>Priority Ref.</u>	<u>Description of Saving</u>	<u>Saving Category#</u>	<u>Base Budget £'000</u>	<u>2015/16 Ongoing Saving £'000</u>	<u>2016/17 Ongoing Saving £'000</u>	<u>Total Cashable Efficiency £'000</u>	<u>2015/16 Staff Impact FTE</u>	<u>2016/17 Staff Impact FTE</u>
ROC-S-3 (IT) – (new saving included for 2016/17)	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-9 (OS)	The IT service maintains a budget allocation within Other Services for Ordnance Survey mapping licences. Due to the change in approach to the procurement of this service a saving of £36k can be delivered.	Reduce	99	36	-	36	-	-
ROC-S-10 (IT)	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				36	14	36	0	0

Efficiency / Transformation / Stop/reduce / Increased Income (please refer to Introduction & Background for definitions)

Table 6 - Investment Bids 2015/16

Set out below are **the investment bids recommended for approval for 2015/16** listed in priority order and split between ongoing and one-off investments. Bids are restricted to 2015/16 only as investment bids affecting later years may be subject to significant change due to changing circumstances and uplifts provided are dependent on the level of overall resources available to the council which can only be determined in any particular year.

Priority Ref.	Proposal	<u>2015/16</u> <u>Ongoing</u> <u>£'000</u>	<u>2015/16</u> <u>One-off</u> <u>£'000</u>	<u>2015/16</u> <u>Total</u> <u>£'000</u>	<u>2015/16</u> <u>Staff Impact</u> <u>FTE</u>
ROC-I-1-(IT)	As part of the 2014-15 budget process, a 2.75% increase in support costs was applied to ensure that resources were available to meet increasing support costs from suppliers providing underpinning IT contracts. As the complexity of the infrastructure increases when new products and services are implemented software applications require a more complex technical environment than previous versions. This all increases the support costs of sustaining the infrastructure at a pace that cannot be contained within a supplies and services budget facing year on year savings targets. A 2.75% increase is required to meet the continuing growth in support costs to meet the service commitments required to ensure continued effective service delivery. The IT savings proposals for 2015/16 and 2016/17 identify savings to be made from reducing specific contract costs. These relate to contracts that can be rationalised or where reviews have identified opportunities to reduce the scope of specific contracts. Disregarding these managed instances the underlying trend is for costs of service to increase.	26	-	26	-
	TOTAL INVESTMENT PROPOSALS	26	0	26	0

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

The budget proposals have been considered from a risk perspective and where significant risks have been identified plans are in place to monitor and manage these risks.

Equalities Implications

All budget savings proposals have been the subject of consideration from an equalities perspective.

REVENUE BUDGET 2015/16
DIRECTORATE:
BUSINESS UNIT:
SERVICE:

VARIOUS
OTHER SERVICES

	<u>*Final Budget @ Outturn Prices 2014/15 £'000's</u>	<u>Provisional Base Budget Submission (Before Investments & Savings) 2015/16 £'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 2015/16 £'000</u>	Officer to Oversee Service Delivery & Manage Budget
Corporate Initiatives	23	23				23	Chief Executives Unit
Angus Council Community Grants Scheme	51	51				51	Service Manager - Economic Development
Long Service Award Scheme	3	3				3	Head of Organisational Change
Health and Safety at Work	18	18				18	Head of Organisational Change
Employee Assistance Programme	30	30				30	Head of Organisational Change
Ordnance Survey	99	99			(36)	63	Head of Organisational Change
Staff & Elected Member Training	90	90				90	Organisational Development Manager
Audit Fee	265	265				265	Head of Corporate Improvement & Finance
COSLA	75	75				75	Head of Corporate Improvement & Finance
Interest on Revenue Balances	(175)	(175)				(175)	Head of Corporate Improvement & Finance
Corporate & Democratic Core	25	24				24	Head of Corporate Improvement & Finance
Provision for Additional Burdens	664	525				525	Head of Corporate Improvement & Finance
NDR Discretionary Reliefs	70	70				70	Head of Corporate Improvement & Finance
Council Tax Benefit Overpayment Recovery Incom.	(63)	(63)				(63)	Head of Corporate Improvement & Finance
Council Tax Support	4,483	300				300	Head of Corporate Improvement & Finance
Scottish Welfare Fund	419	419				419	Head of Corporate Improvement & Finance
Discretionary Housing Payments	328	0				0	Head of Corporate Improvement & Finance
Scotland Excel	76	76				76	Head of Corporate Improvement & Finance
Transitional Funding Police	55	55				55	Head of Corporate Improvement & Finance
PVG Retrospective Checking	50	50				50	Head of Corporate Improvement & Finance
Electoral Registration	170	174				174	Head of Legal & Democratic Services
Council Election Expenses	62	62				62	Head of Legal & Democratic Services
Children's Panel	68	68				68	Head of Legal & Democratic Services
Public Records (Scotland) Act	50	50				50	Head of Legal & Democratic Services
Upkeep of Clocks & War Memorials, etc.	53	54				54	Head of Technical & Property Services
Centralised Property Maintenance	717	717	50			767	Head of Technical & Property Services
Centralised Energy Management	88	88				88	Head of Technical & Property Services
CEEF Repayments	78	78				78	Head of Technical & Property Services
Energy Efficiency CRC Scheme	370	370				370	Head of Technical & Property Services
Carbon Reduction Planning	150	0		135		135	Head of Technical & Property Services
Feasibility Studies	40	40				40	Head of Technical & Property Services
CCTV - Angus Share of Costs (Gross)	145	145				145	Head of Technical & Property Services
Christmas Lighting	132	132				132	Head of Technical & Property Services
Citizens Advice Bureau	104	108				108	Head of Quality & Performance
Support Services	0	0				0	
Net Expenditure	8,813	4,021	50	135	(36)	4,170	

REVENUE BUDGET 2015/16

DIRECTORATE:

BUSINESS UNIT:

SERVICE:

VALUATION JOINT BOARD & JOINT ARRANGEMENT

Sept. '14 Prices

	<u>Final Budget @ Outturn Prices 2014/15 £'000's</u>	<u>Provisional Base Budget Submission (Before Investments & Savings) 2015/16 £'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 2015/16 £'000</u>
Valuation Joint Board						
Net Expenditure	765	757	0	0	0	757
Tayside Contracts (Joint Arrangement)						
Net Surplus (Angus Share)	(486)	(218)	0	0	0	(218)

ARBROATH COMMON GOOD ACCOUNT
REVENUE BUDGET 2015/16

Actual 2013/14 £	<u>Expenditure</u>	Adjusted Budget 2014/15 £	Budget 2015/16 £
	<u>Upkeep of Property</u>		
2,616	Insurance	2,616	2,616
937	Repairs & Maintenance	2,550	2,550
	<u>Supplies & Services</u>		
0	Other Supplies & Services	0	0
	<u>Administrative Costs & Third Party Payments</u>		
0	Other Administrative Expenses	1,000	1,000
15,150	<u>Central Support Services</u>	15,000	15,000
	<u>Specific Projects</u>		
22,440	Webster Theatre Redevelopment: 2007/08 - 2027/28	22,627	21,834
2,117	Borehole, Keptie Pond	6,000	10,293
4,464	Hayswell Park - Drainage	20,536	0
2,980	Access Office - Rhone cleaning	5,000	0
0	Arbroath Infirmary Car Park funding	5,002	5,002
15,980	Elliot Roundabout to Arbroath Golf Clubhouse - road upgrade	0	0
0	Inchcape Park - Annual maintenance cost	4,600	4,600
0	Rest Gardens, Cairnie Loan - Annual maintenance cost	1,078	1,078
0	Provost's Lamp, High Street - repaint	300	0
66,684	Total Expenditure	86,309	63,973
	<u>Income</u>		
83,192	Rents	83,569	83,569
6,157	Interest on Loans & Investments	6,150	6,150
89,349	Total Income	89,719	89,719
22,665	Net Income / (Deficit) Arbroath	3,410	25,746

BRECHIN COMMON GOOD ACCOUNT
REVENUE BUDGET 2015/16

Actual 2013/14 £	<u>Expenditure</u>	Adjusted Budget 2014/15 £	Budget 2015/16 £
	<u>Upkeep of Property</u>		
0	Rates	1,100	1,100
1,816	Insurance	1,900	1,900
433	Repairs & Maintenance	5,000	5,000
228	Other Property Expenses	100	100
	<u>Supplies & Services</u>		
555	Other Supplies & Services	0	0
	<u>Administrative Costs & Third Party Payments</u>		
52	Other Administrative Expenses	1,000	1,000
15,150	<u>Central Support Services</u>	15,000	15,000
	<u>Specific Projects</u>		
5,025	Christmas Lighting Displays	0	0
0	Shop, 11 Swan Street - shop frontage	0	4,000
0	Shop, 13 Swan Street - shop frontage	4,000	0
0	Mechanics Institute - external stone work	1,000	0
-937	Mechanics Institute - fire escape	15,000	0
315	Access Office - Improvements	20,589	0
0	The Den - Replace steps	15,000	0
6,559	32 Bank Street, Brechin - Rental flat upgrade	0	0
1,781	City Hall - Replace rear balcony exit doors & hardware	0	0
0	City Hall - External paint & repairs	6,000	5,000
374	5,7,9,11 & 13 Swan Street - Replace cold water feed pipes	16,126	0
0	Shop, 50a & Store 50a High Street - Roof & timber work	20,000	16,000
0	The Den - Upgrade footpath	10,000	0
8,972	Access road at rear of Brechin Library	0	0
10,000	City of Brechin Area Partnership - 4 events	0	0
10,000	Caledonian Railway - Firebox for 'Thomas the Tank' contribution	0	0
0	Former Fire station, Southesk Street - External repairs	15,000	0
0	Office, 5 Swan Street - External repaint	0	6,000
0	Inch Park - Paint pipe band hut , store and hut	1,500	0
0	Shop & Store, 13 St Ninian's Place - Replace WC and heater	600	0
0	Distillery Road / Smithbank - Upgrade surface	44,000	0
0	Brechin City Hall - Window replacement @ 6, Lesser Hall	0	15,000
0	Town House & Museum - Exterior paint (incl. clock & tower)	0	8,000
0	Shop, 50a & store 50a High Street - External repaint	0	1,300
60,323	Total Expenditure	192,915	79,400
	<u>Income</u>		
68,657	Rents	68,917	68,917
5,482	Interest on Loans & Investments	5,482	5,482
74,139	Total Income	74,399	74,399
13,816	Net Income / (Deficit) Brechin	(118,516)	(5,001)

FORFAR COMMON GOOD ACCOUNT
REVENUE BUDGET 2015/16

Actual 2013/14 £	<u>Expenditure</u>	Adjusted Budget 2014/15 £	Budget 2015/16 £
	<u>Upkeep of Property</u>		
889	Repairs & Maintenance	10,000	10,000
1,558	Other Property Costs	1,500	1,500
	<u>Supplies & Services</u>		
0	Other Supplies & Services	0	0
	<u>Administrative Costs & Third Party Payments</u>		
0	Other Administrative Expenses	1,000	1,000
15,150	Central Support Services	15,000	15,000
	<u>Specific Projects</u>		
7,463	Christmas Lighting Displays	1,200	1,200
88	Municipal Buildings - Maintenance	0	0
0	Balmashanner Monument - Remedial repairs	11,325	0
0	Reid Park - Land Upgrade & Car Parking	0	20,000
5,959	Reid Hall Rest Garden - Repairs & Planting	0	0
0	Andrew Smyth Memorial Fund - Contribution	351	0
0	Don Memorial - Clean and repair	270	0
0	Weaver's Walk - Soakaway	25,000	0
0	Forfar Steeple - Repairs & Paint Clock Face	8,190	0
0	Town & County Hall - External paint and repairs	4,500	0
0	Balmashanner Park - Replace gates	765	0
0	Reid Hall - Redevelopment phase 1	0	200,000
0	Forfar Foodbank - Contribution	2,500	0
0	Forfar in Flower - Contribution	767	0
0	Town & County Hall - Masonry repairs	0	2,000
0	Balmashanner Monument - Repaint	0	800
0	Reid Hall - Redevelopment phase 2	0	100,000
0	Myre car park - Electricity works upgrade	0	20,000
31,107	Total Expenditure	82,368	371,500
	<u>Income</u>		
86,370	Rents	86,640	86,640
6,457	Interest on Loans & Investments	6,457	6,457
92,827	Total Income	93,097	93,097
61,720	Net Income / (Deficit) Forfar	10,729	(278,403)

KIRRIEMUIR COMMON GOOD ACCOUNT
REVENUE BUDGET 2015/16

Actual 2013/14 £		Adjusted Budget 2014/15 £	Budget 2015/16 £
	<u>Expenditure</u>		
	<u>Upkeep of Property</u>		
0	Repairs & Maintenance	0	0
	<u>Administrative Costs & Third Party Payments</u>		
0	Other Administrative Expenses	0	0
0	<u>Central Support Costs</u>	0	0
	<u>Specific Projects</u>		
0	Christmas Lighting Displays	0	0
0	Total Expenditure	0	0
	<u>Income</u>		
49	Interest on Loans & Investments	50	50
49	Total Income	50	50
49	Net Income Kirriemuir	50	50

MONTROSE COMMON GOOD ACCOUNT
REVENUE BUDGET 2015/16

Actual 2013/14 £		Adjusted Budget 2014/15 £	Budget 2015/16 £
	<u>Expenditure</u>		
	<u>Upkeep of Property</u>		
568	Insurance	568	568
2,495	Repairs & Maintenance	2,550	2,550
868	Other Property Expenses	1,500	1,500
	<u>Supplies & Services</u>		
0	Other Supplies & Services	1,000	1,000
	<u>Administrative Costs & Third Party Payments</u>		
0	Other Administrative Expenses	250	250
15,151	<u>Central Support Services</u>	15,000	15,000
	<u>Specific Projects</u>		
3,544	Christmas Lighting Displays	0	0
3,833	Traill Pavilion - External repaint and joinery repairs	0	0
36,015	Montrose Steeple - paint/gild clock faces & masonry repairs	1,726	0
846	Mermaids (lighting columns)	3,754	0
1,581	William Lamb Studio - Running Costs	5,000	5,000
20,000	Montrose Athletics Club - Synthetic track	0	0
0	Rossie Isle - Path restatement	0	15,000
0	Melville Pavilion - Paint & repair	0	5,000
0	Hope Paton - Monument floodlight repair	0	11,000
0	Fountain, High Street - Clean	0	200
84,901	Total Expenditure	31,348	57,068
	<u>Income</u>		
63,440	Rents	61,640	61,640
3,045	Interest on Loans & Investments	3,045	3,045
1,341	Repayment of External Loans	1,340	1,340
67,826	Total Income	66,025	66,025
(17,075)	Net Income / (Deficit) Montrose	34,677	8,957

COMMON GOOD ACCOUNTS**REVENUE BUDGET 2015/16****SUMMARY OF NET INCOME AND ESTIMATED BALANCES**

	Minimum Revenue Account Balance £	Opening Revenue Balance at 01/04/14 £	Estimated Net Income/ (Deficit) for 2014/15 £	Estimated Closing Revenue Balance at 31/03/15 £	Estimated Net Income/ (Deficit) for 2015/16 £	Estimated Closing Revenue Balance at 31/03/16 £	Estimated Closing Revenue Balance at 31/03/16 v Minimum Revenue Account Balance £
ARBROATH	300,000	642,974	3,410	646,384	25,746	672,130	372,130
BRECHIN	200,000	658,135	(118,516)	539,619	(5,001)	534,618	334,618
FORFAR	300,000	800,375	10,729	811,104	(278,403)	532,701	232,701
KIRRIEMUIR	1,000	7,207	50	7,257	50	7,307	6,307
MONTROSE	100,000	361,246	34,677	395,923	8,957	404,880	304,880
		2,469,937	(69,650)	2,400,287	(248,651)	2,151,636	1,250,636

CONSOLIDATED REVENUE BUDGET 2015/16

Actual 2013/14 £		Adjusted Budget 2014/15 £	Budget 2015/16 £
	Expenditure		
	<u>Upkeep of Property</u>		
0	Rates	1,100	1,100
5,000	Insurance	5,084	5,084
4,754	Repairs & Maintenance	20,100	20,100
2,654	Other Property Expenses	3,100	3,100
<u>12,408</u>		<u>29,384</u>	<u>29,384</u>
	<u>Supplies & Services</u>		
555	Other Supplies & Services	1,000	1,000
<u>555</u>		<u>1,000</u>	<u>1,000</u>
	<u>Administrative Costs & Third Party Payments</u>		
52	Other Administrative Expenses	3,250	3,250
<u>52</u>		<u>3,250</u>	<u>3,250</u>
60,601	Central Support Services	60,000	60,000
169,399	Specific Projects	299,306	478,307
<u>243,015</u>	Total Expenditure	<u>392,940</u>	<u>571,941</u>
	Income		
301,659	Rents	300,766	300,766
21,190	Interest on Loans & Investments	21,184	21,184
1,341	Repayment of External Loans	1,340	1,340
<u>324,190</u>	Total Income	<u>323,290</u>	<u>323,290</u>
<u>81,175</u>	Total Net Income / (Deficit): All Common Good Funds	<u>(69,650)</u>	<u>(248,651)</u>