

ANGUS COUNCIL

21 FEBRUARY 2019

CHANGE PROGRAMME

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

ABSTRACT

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

1. RECOMMENDATIONS

1.1 It is recommended that Angus Council:

- (i) Acknowledges the significant progress achieved with our transformational Change Programme and the next steps;
- (ii) Agrees the proposals and savings for year 2019/20 amounting to £10.22m, as summarised in Schedules 1, 2 and 3;
- (iii) Notes the proposals currently identified for 2020/21 and 2021/22, providing total savings over the current 3-year planning period of £24.80m; and
- (iv) Agrees the proposals and recommendations detailed in the reports in Schedule 4 for:
 - Introduction of Pre-Application Charges in Planning (Schedule 4a); and
 - Workforce Change – Teachers (Schedule 4b).

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

2.1 This report contributes to the local outcomes contained within the Angus Local Outcomes Improvement Plan, Locality Plans and Council Plan, which focus on Economy, People and Place.

3. BACKGROUND

3.1 Significant work has been progressed over the financial year to develop and deliver the Change Programme throughout the entire Council. This is to meet the challenge of reduced resources and make improvements to services focussed on the Economy, People, Place and Council business. This programme of change is a key part of the budget setting process for 2019/20 and beyond.

4. PROGRESS OVERVIEW

4.1 Excellent progress has been made through the Change Programme in terms of transforming the Council to be a better, stronger, sustainable and smaller council. There have also been developments in delivering growth in our economy, supporting our people and the creation and development of place based approaches. We are also progressing cultural change and workforce development in the organisation, while shifting resources to focus on improving outcomes.

4.2 There are many examples of areas where improved outcomes can emerge. Key aspects include benefits to be gained from the Tay Cities Deal, the School's for the Future programme, Digital enablement, and taking a more preventative approach to managing day-to-day demand on services. This includes working with communities to encourage them to become more involved in their areas.

4.3 Major effort is being made to strengthen the links between the Change Programme and our strategic plans. This will support the delivery of the desired investment and improvement in our communities across Angus, in line with our policy priorities as set out in our LOIP, Locality Plans and Council Plan.

4.4 Increased scale and pace has been achieved in progressing the Change Programme and this can be seen from the delivery of projects summarised in Schedule 1. A number of projects have had savings confirmed and the overall estimated savings value over the next three financial years totals £24.80m (including target savings for 2020/21 and 2021/22). Schedule 2 includes Project Summary Reports for

the various projects included in the Change Programme which have savings identified. Policy related projects with savings have either been reported separately, or included in Schedule 4.

4.5 The Organisational Design/ Zero Based (OD/ZBB) budgeting project, which has a target saving of £2.4m for 2019/20 included as part of the Change Programme total, is progressing to plan. Details of the savings identified to be delivered by that project are included in Schedule 3.

4.6 The relevant projects which include policy implications that are still to be approved, have full reports in Schedule 4, as follows:

- Introduction of Pre-Application Charges in Planning (Schedule 4a); and
- Workforce Change – Teachers (Schedule 4b).

The Workforce Change – Teachers report is a requirement from last years' budget setting process.

It is emphasised that these policy related reports, and associated recommendations, are part of the overall package of changes and improvements that are required to ensure that the Council achieves a balanced budget over the next three years.

4.7 Equalities Impact Assessments (EIAs) have been developed for projects that are scoped sufficiently at this stage for these to be completed. These are available separately to accompany each related aspect of this report where required.

5. BENEFITS MANAGEMENT

5.1 The full summary of Change Programme savings are detailed in Schedule 1. The financial movement in Schedule 1 in comparison to the previous position reported to the Policy and Resources Committee at its meeting on 29 January 2019 (Report 23/19 refers) is summarised as follows:

	2019/20	2020/21	2021/22	3 Year Total
P&R 29 January 2019	£9,316,711	£7,551,214	£4,462,000	£21,329,925
Current Position	£10,219,711	£8,580,214	£6,001,000	£24,800,925
Variance	+£903,000	+£1,029,000	+£1,539,000	+£3,471,000

5.2 The reasons for the variances are as follows:

- Purchase to Pay: re-align the proposed savings against this project by moving £75k savings from 2019/20 to 2020/21 (amended figures to be £60k in 2019/20 and £150k in 2020/21);
- 3rd Sector and Enterprise Development: move potential £25k 2019/20 savings from this initiative into 2020/21;
- Workforce Pay, Grading and Terms & Conditions: Re-align project savings now to be £30k in 2019/20 and £170k in 2020/21;
- Corporate Management Structure Review: Add estimated savings of £31k to programme;
- Assessment Centre: £45k brought forward from 2020/21 to 2019/20;
- Business Support Programme (phase 2): Re-align project savings from £450k (2019/20) and £150k (2020/21) to £340k (2019/20) and £260k (2020/21);
- Introduction of pre-application planning fee charges: savings increased from £10k to £30k (2019/20);
- AHSCP: savings increased from £3,691,000 to £4,368,000 (2019/20) reflecting the updated budget pressures compared to the flat cash settlement;
- Agile/ Estates Review: savings re-profiled from £342k (2019/20), £910k (2020/21) and £90k (2021/22) to £555k (2019/20), 426k (2020/21) and £329k (2021/22);
- Workforce Change – Teachers: savings updated from £548k (2019/20) and £363k (2020/21) to £477 (2019/20), £614k (2020/21) and £300k (2021/22);
- Real Time Information – Bus Service: The technology solution is yielding total estimated savings of £30k profiled over the next 2 years, resulting in 2019/20 savings reducing from £15k to £3k, and 2020/21 savings of £27k;
- Income - Public parking Review: target savings of £400k (2019/20) reduced to £200k;
- Review of CCTV arrangements: increase savings by £20k in 2019/20 (updated from £50k to £70k);

- Organisational Design/ Zero Based (OD/ZBB) budgeting project: savings re-profiled from £2m (2019/20) and £1m (2020/21), to £2.4m (2019/20) and £0.6m (2020/21);
- Organisational Design/ Zero Based (OD/ZBB) budgeting project – Phase 2: introduce phase 2 with savings of £0.5m (2020/21) and £1m (2021/22);
- Loans Fund Repayments review: introduce new project with savings of £1m (2020/21); and
- Recycling Centre Redesign: Per Reports 264/18 and 43/19, introduce recycling savings amounting to £160k (2019/20).

5.3 The above table summarises the overall value of savings being generated from the Change Programme over the current 3-year planning period amounting to £24,800,925. This is a major achievement for the Council.

5.4 It is also noted that the Change Programme also secured £9,632,000 of savings in 2018/19, which further highlights the significant progress that is being made.

6. NEXT STEPS

6.1 The next steps to improve and develop our Change Programme include:

- Continuing our relentless focus on working with and for the people of Angus.
- Supporting innovation, creativity and energy around what we can yet become as a Council.
- Harnessing the significant potential of digital, to re-design and transform our services.
- Providing greater focus on the opportunities to be derived from investment, growth and work on early intervention and prevention.
- Achieving sustainable and improved outcomes linked to the priorities in our Local Outcomes Improvement Plan and Council Plan.
- Integrating and delivering our portfolio of projects identified to deliver a balanced budget for 2019/20 and future years.
- Working with our partners to learn from their successes and support them in seeking new opportunities to transform their operating models.
- Community participation and engagement, linked to our strategic planning.

7. FINANCIAL IMPLICATIONS

7.1 There are no direct financial implications in relation to this report, which have not been explained in the body of the report.

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

REPORT AUTHOR: Gordon Cargill, Service Leader (Governance & Change)

EMAIL DETAILS: CHIEFEXEC@angus.gov.uk

List of Appendices:

Schedule 1: Change Programme Summary

Schedule 2: Project Summary Reports

Schedule 3: Organisational Design/ Zero based Budgeting Summary

Schedule 4: Reports:

- Introduction of Pre-Application Charges in Planning (Schedule 4a); and
- Workforce Change – Teachers (Schedule 4b).

ANGUS COUNCIL

21 FEBRUARY 2019

CHANGE PROGRAMME SUMMARY

Note: Cells highlighted blue in the table below are projects that have been fully completed.

Improving our Efficiency through Change (Version 6: 21/2/19)					
CHANGE INITIATIVES	2019/20	2020/21	2021/22	Capital Investment	Revenue Investment
ECONOMY					
Digital Transformation					
Digital Programme					150,000
Digital Connectivity					
Interreg Liké					
Tayside Collaborative					
Digital Infrastructure in Angus (including Broadband roll-out)					
Tay City Deal: Tayside Collaborative					
Protecting our Citizens from Financial Harm (e.g. Scams, Flooding, Road Safety)					
Tackling Fuel Poverty through Housing Improvement/ New Build					
Supporting and Empowering Communities (e.g. Community Asset Transfer, Pride In Place)					
Information Governance (Implementation)					200,000
Corporate Services: Tayside Collaborative		50,000	100,000		
Procurement and Commissioning: Tayside Collaborative	175,000	500,000	650,000		
Business Support - Phase 2	340,000	260,000			517,000
Purchase to Pay	60,000	150,000			
Commercial Excellence - Phase 1					
ICT Hardware Review (excluding Schools)	20,000				20,000
One Council Approach to Applications	50,000	50,000			
Finance Review	50,000				
SVQ Assessment Centre	45,000				
Introduction of Pre- Application Charges in Planning	30,000				
Review of Mobile, Phone, Alarm, Internet Provision &	10,000				
Commercialisation					
Review of Print & Copy Services	20,000	9,000			
Increase Income Streams	25,000	25,000			
Charging for Non Core Services	10,000	10,000			
Income Generation from Property	25,000	25,000			
PEOPLE					
Preventative Service Design - Vulnerable Families					
Develop a Holistic Customer Services Strategy					
Agile and Digital Implementation Project (People)					450,000
Strategic Commissioning -					
AHSCP - Improvement and Change Programme	4,136,674	3,054,426	3,244,000		
AHSCP - Agile	231,326	210,574			
ANGUSalive	300,000	300,000	230,000		
Developing Tayside Contracts - Central Production Unit	0	0	138,000		100,000
Tayside Contracts - School Cleaning	58,000				
Third Sector and Enterprise Development	0	50,000			
Children's Services: Tayside Collaborative		100,000			
Change Instrumental Music Service	60,000				
Workforce Change					
Managers	194,711	64,214			
Teachers	477,000	614,000	300,000		
Workforce Pay, Grading and T&C Review	30,000	170,000			
Review of Overtime/Additional Hours - AC only	50,000				
Travel Policy for Staff, including use of Electric Vehicles	25,000	25,000			
Corporate Management Structure Review	31,000				
Children, Families and Criminal Justice Service Review					
Review of Adaptations Delivery Models	10,000				

CHANGE INITIATIVES	2019/20	2020/21	2021/22	Capital Investment	Revenue Investment
PLACE					
Arbroath 2020 -					
Cultural/Artistic hub					
Grow a Green Community					
Support/ Initiate the 'Greening' of a Street, Village or Burgh					
Progress Participatory Budgeting (PB) Initiative				460,000	120,000
Develop Community Capacity and an Angus Deal with Communities					
Review Establishment of Arms Length Housing Organisation					
One Public Estate: Tayside Collaborative	10,000	10,000			
Waste Shift Patterns Review	160,000				
Angus Schools for the Future (ASftF)		150,000		14,600,000	
Agile/Estate Review	555,000	426,000	329,000	5,220,000	
Income - Public Parking Review	200,000			275,000	
Increase Re-Cycling	10,000	10,000			
Library Estate/ Service - Review Current Delivery Arrangements		10,000	10,000	4,200,000	
Museums/ Collections - Review Current Delivery Arrangements	10,000	10,000			
Tackling Climate Change					
Solar Farm at Restenneth	0	10,000			20,000
New Energy Initiatives	23,000	45,000		581,000	
Decarbonising our Environment (e.g. LED lighting, Active	110,000	95,000		643,000	
Real Time Information (RTI) - Bus Service	3,000	27,000		34,000	
Review of CCTV Arrangements	70,000				
Recycling Centre Redesign (per Reports 264/18 and 43/19)	160,000			1,454,000	
Business					
Review our Property Estate to Gain Maximum Value at Minimum Cost					
Office 365 and Intranet Development					
Provision of Employee Services(Develop Resourcelink)					
Improve our Data Management to Inform Service Design					
CASH 2 - Further phase of removal of Payment Facilities					
Recharging - Buildings, Administration (Facilities Management)	20,000	20,000			
Non-Domestic Rates - Review/Maximisation of Reliefs	25,000				
Loans Fund Repayment Review		1,000,000			
ODZBB - Organisational Design/Zero Based Budgeting	2,400,000	600,000			
ODZBB - Phase 2		500,000	1,000,000		
Total General Revenue Fund Savings	10,219,711	8,580,214	6,001,000		
		24,800,925			

REPORT AUTHOR: Gordon Cargill, Service Leader (Governance & Change)
EMAIL DETAILS: CHIEFEXEC@angus.gov.uk

ANGUS COUNCIL

21 FEBRUARY 2019

CHANGE PROGRAMME: PROJECT SUMMARY REPORTS

This Schedule provides a Project Summary Report for each project included on Schedule 1 which has savings identified. Policy related projects with savings have either been reported separately, or included in Schedule 4.

Projects with staffing implications are all being delivered in accordance with the Council's Managing Workforce Change policies.

CORPORATE SERVICES: TAYSIDE COLLABORATIVE

This project is aimed at providing a range of collaborative corporate services across Tayside area councils to improve efficiency. The target savings for this project are planned for 2020/21 and 2021/22.

PROCUREMENT AND COMMISSIONING: TAYSIDE COLLABORATIVE

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

This project was initiated during financial year 2018/19. Work is underway in conjunction with Scotland Excel to provide suitable resources to deliver the identified savings.

BUSINESS SUPPORT PROGRAMME (PHASE 2)

This major project looks at the streamlining and redesign of back office, clerical, administration and customer contact/ business efficiency. There are a number of strands to the project which have already been commenced and generated a first phase of savings during financial year 2018/19.

Phase 2 will continue to support our progress towards being a digital council. We will also be improving our processes and reviewing our associated business support resources. Key resources are now in place and work has commenced to scope and commit the staffing related elements of this project.

Work to roll out the technical improvements is being progressed in relation to process automation, including the contact centre/ web-chat. An extensive programme of work is being developed with services to simplify and digitise key processes by adding definition, timescales and resource allocation to the opportunities that have been identified to date.

PURCHASE TO PAY (P2P)

This project was initiated during financial year 2018/19 and has been identified to streamline the purchase to pay process (P2P) across the Council.

The Council currently operates a devolved approach to P2P with a significant number of staff involved at some stage in the end to end process through a variety of systems/ processes. The overall aim of the project is to undertake a review of the staff, systems and processes involved in the P2P process and to implement changes that will deliver cash savings and a more efficient and integrated end to end process. These savings are anticipated to be delivered via a reduced staff complement being involved in the P2P process together with leaner and system driven processes.

COMMERCIAL EXCELLENCE - ICT HARDWARE REVIEW (EXCLUDING SCHOOLS)

This project was initiated and delivered a first phase of savings during financial year 2018/19. It has strong links to new ways of working via our Agile working programme.

Through this next phase of work, the Council will continue to revise its approach to the provision of Information Technology hardware purchase, matching technical compatibility of IT hardware requirement to the requirements of job functions via a standardised approach.

COMMERCIAL EXCELLENCE REVIEW – ONE COUNCIL APPROACH TO APPLICATIONS

A Council wide review of all software in use has been commenced. This is being assessed against pre-defined criteria with a view to retaining, upgrading, retiring or replacing it on a planned basis. An application road map with costs will be developed generating savings.

FINANCE REVIEW

This review has been completed with savings fully secured. It focussed on five main areas of the Finance service which include processes and arrangements around financial chart of accounts, budget forecasting, budget monitoring, closure of financial accounts and a redesign/restructure of the service. The review considered the smaller manual processes to increase efficiency, ensuring maximum use of technology solutions and applications. Savings have been secured mainly through a reduction in staff numbers.

SVQ ASSESSMENT CENTRE

This project relates to the opportunity to further review and consolidate the approach to SVQ activity within the Council. Savings related to this project have been brought forward into 2019/20.

INTRODUCTION OF PRE-APPLICATION PLANNING

This project seeks to introduce pre-application planning charges for advice in certain circumstances. A full report is included in Schedule 4a.

REVIEW OF MOBILE, PHONE, ALARM, INTERNET PROVISION AND ARRANGEMENTS

This review was initiated during financial year 2018/19 and will continue with the aim of fundamentally reviewing existing phone lines, alarm lines and use of mobile phones throughout the Council, taking cognisance of the reducing workforce numbers and the change to council estate which is emerging from the Agile/ Estates review programme.

COMMERCIALISATION

As the Council continues to address the year-on-year budget challenges arising through government grant settlement, increasing service demand and rising budget pressures, it is becoming imperative that all opportunities to address this are examined, including taking a more commercial approach.

This programme will therefore be progressed as part of the development of a commercialisation strategy to examine potential opportunities for the Council to generate new income through a variety of projects managed in a 'One-Council' programme.

At this stage a review of print and copy services, looking for new income streams, potential for broader charging for non-core services and potential new income generation from property assets have been identified as the initial themes/ projects to progress.

Any policy related Council approvals required to support the delivery of these projects will be brought forward to the appropriate committee in due course.

ANGUS HEALTH AND SOCIAL CARE PARTNERSHIP (AHSCP) – IMPROVEMENT AND CHANGE PROGRAMME

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

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

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

There are currently a significant number of projects being progressed by AHSCP to support and improve adult care throughout Angus. These include the Angus Care Model, helping people to live at home longer and addressing the current approach to prescribing. There is also opportunity through adopting different ways of working related to the Agile programme which could assist the partnership.

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

Budget planning for 2019/20 is predicated on AHSCP working within the current level of budget resources (having achieved a revenue surplus in 2018/19), resulting in a saving in comparison to earlier medium Term Budget Strategy budget assumptions. Additional funding and associated conditions from Scottish Government may also become available to support demands emerging from new legislation.

ANGUS Alive – IMPROVEMENT AND CHANGE PROGRAMME

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

A large part of this for 2019/20 includes the process of reviewing the current organisational staffing structure and implementing the resultant changes. While some aspects have already been completed, the majority of the savings will be generated in 2019/20 to achieve the required target.

DEVELOPING TAYSIDE CONTRACTS – TAYSIDE MEAL CENTRE

The project is to provide school meals through a Tayside Meal Centre based in Dundee. This will involve providing nursery and primary school meals and elements of the secondary schools menu through this centre.

It is considered that the current service delivery model is outdated. It is overly-labour intensive and does not exploit the opportunities now available through advances in food science over recent years which have led to frozen fresh meals now being equal in quality to freshly cooked meals. The cooking and freezing of meals in a facility also enhances food safety through the greater food safety controls achievable in a single centre as opposed to over 70 kitchens across Tayside. These factors make a strong case for considering a cook-freeze based centre.

In addition, the Scottish Government's introduction by August 2020 of providing a meal for nursery pupils in receipt of 1,140 hours of early learning and childcare has strengthened this case further. The increase in funded provision from 600 hours to 1,140 hours per year is estimated to result in an additional 1.2 million meals per annum across Tayside.

This project was agreed by the Children & Learning Committee and the Policy & Resources Committee at their respective meetings on 29 January 2019 (Report 32/19 refers).

TAYSIDE CONTRACTS – SCHOOL CLEANING

The specification for cleaning schools has been reviewed to improve the efficiency of the service.

THIRD SECTOR AND SOCIAL ENTERPRISE DEVELOPMENT

This project has emerged following completion of the Angus Social Enterprise Strategy to explore potential areas of Council activity that could be delivered in alternative ways, including through development of new social enterprises.

An initial engagement event was held with 3rd sector representatives in October 2018 to commence a deeper dialogue in developing future partnership opportunities. Also ensuring that 3rd sector and social enterprise activity is strongly linked to the priorities in the Local Outcomes Improvement Plan and Locality Plans.

CHILDRENS' SERVICES: TAYSIDE COLLABORATIVE

This project will examine the potential for extended collaborative approaches involving Education and Children's Services working in close partnership with Children's Health, NHS Tayside, the Third sector and private enterprise. The three Tayside councils and partners are working closely on this initiative. The target savings for this project are planned for 2020/21.

CHANGE INSTRUMENTAL MUSIC SERVICE

This project introduced changes to Angus Schools' Instrumental Music Service (IMS) and was approved as part of the 2018/19 budget setting process (Report 59/18 Schedule 3a refers).

WORKFORCE CHANGE - MANAGERS

The Managers' review was implemented on 1 April 2018 and the full savings have been secured across financial years 2018/19, 2019/20 and 2020/21.

This review followed the Council re-structure in 2017 and was in-line with the aim of becoming a smaller and more sustainable organisation. The review covered posts from LG11 up to Head of Service and provided the opportunity to ensure fairness and clarity of role for managers within its scope. The new service structures were developed in line with organisational design principles to create a flatter, less hierarchical organisation fit for now and the future.

WORKFORCE CHANGE: TEACHERS

This project relates to the implementation of efficiencies to the school staff budget and provides an updated programme of budget efficiencies. A full report is included in Schedule 4b.

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

Proposals for this project have been developed in outline and include changes to address anomalies as a result of the Council's commitment to incorporate the Living Wage into the staff pay and grading structure.

The review of terms & conditions is being progressed in consultation with trade unions. At this stage it is anticipated that any changes would commence from 1 July 2019.

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

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

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

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

CORPORATE MANAGEMENT STRUCTURE REVIEW

This project relates to the proposed changes to the operational management structure for the Council from 1 April 2019 (Report 379/18 refers). This agreed to reinstate the position of Head of Legal and Democratic Services; delete two Strategic Director posts; and establish the post of Depute Chief Executive.

REVIEW OF ADAPTATIONS DELIVERY MODEL

The provision of adaptations services are critical to meeting the needs of older people and people with disabilities in Angus, supporting both the AHSCP's Strategic Plan and the Council's Local Housing Strategy. A Review of Adaptations Delivery Models was initiated to examine the delivery of adaptations across tenures. This followed on from the implementation of the new Housing Adaptations Joint Working Policy (Report 87/17 refers) and recommendations from the Scottish Government around the issues associated with tenure specific approaches to adaptations. The review focusses on the opportunities to optimise resources while providing efficient and seamless services, which meet the needs of clients.

The Procurement Authority for this project was agreed by the Policy & Resources Committee at its meeting on 29 January 2019 (Report 31/19 refers).

ONE PUBLIC ESTATE: TAYSIDE COLLABORATIVE

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

WASTE SHIFT PATTERNS REVIEW

This project is a review of shift patterns in Waste Services. The savings sum of £160k has been identified for 2019/20.

ANGUS SCHOOLS FOR THE FUTURE

Our ambitious 'Angus Schools for the Future' programme of change sets out our 30 year strategy for our learning estate. This programme is underway and we are consulting with children, young people and communities to make sure we get the best possible facilities that will support future learning. The target savings for this project are currently planned for 2020/21.

AGILE/ ESTATES REVIEW

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

The programme commenced during 2015 and significant day-to-day benefits are now being derived from the workforce who are now adopting Agile working practice following the successful implementation of the back office element of the programme. While there has been some movement to specific elements of the Locality Hub programme, the locality hub projects are all still projected to complete within the original programme end date of March 2020.

INCOME – PUBLIC PARKING REVIEW

This project relates to the review of public parking in Angus, and potential to generate income through charging. It was approved as part of the 2018/19 budget setting process (Report 59/18 Schedule 3e refers). The target savings for 2019/20 have been adjusted.

INCREASE RE-CYCLING

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

LIBRARY ESTATE/ SERVICE – REVIEW CURRENT DELIVERY ARRANGEMENTS

This project is to examine the Library estate to identify any opportunities for changes to current service arrangements that relate to buildings and new technology.

MUSEUMS/ COLLECTIONS – REVIEW CURRENT DELIVERY ARRANGEMENTS

A project to examine Museums/ Collection services will also be progressed, also to identify any opportunities for changes to current service arrangements that relate to buildings and new technology.

TACKLING CLIMATE CHANGE: SOLAR FARM AT RESTENNETH

The potential for land at Restenneth to be utilised to develop a solar farm is being progressed. The target savings for this project are planned for 2020/21.

TACKLING CLIMATE CHANGE: NEW ENERGY INITIATIVES

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

TACKLING CLIMATE CHANGE: DECARBONISING OUR ENVIRONMENT

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

REAL TIME INFORMATION (RTI) – BUS SERVICE

This project will provide benefits by changing the current radio based system using aerials on bus stops and buses which speak to each other to a system where we will use digital technology linked from the ticket machine.

REVIEW OF CCTV ARRANGEMENTS

The CCTV project is converting the existing equipment to digital, this reduces future maintenance costs as per the proposed savings.

RECYCLING CENTRE REDESIGN

This project established changes to Recycling Centre provision within Angus, in light of the implications of the long term contract to dispose of the council's residual waste. The objective of this is to help citizens throughout Angus increase the recycling of their waste, thereby reducing damage done to the environment and making better use of the Council's limited budget (Reports 264/18 and 43/19 refer).

RECHARGING – BUILDINGS, ADMINISTRATION (FACILITIES MANAGEMENT)

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

NON-DOMESTIC RATES

This project will focus on the Council reducing its overheads/ operating costs for its buildings portfolio.

LOANS FUND REPAYMENT REVIEW

This project will examine the Council's current approach to repayment of loans supported by the general revenue fund and seek to make changes which will reduce the current level of annual commitments.

ORGANISATIONAL DESIGN/ ZERO BASED BUDGETING – OD/ZBB

This programme was established to consider the purpose of services against the council priorities and their performance compared to other council's to identify areas for improvement and redesign. This process will also help to ensure that the budgets and workforce are the best fit for the future and a five year vision will be devised to ensure that change is delivered in each of the 23 Service Leader service areas. Savings identified against this project are summarised in Schedule 3.

ANGUS COUNCIL

21 FEBRUARY 2019

ORGANISATIONAL DESIGN/ ZERO BASED BUDGETING SUMMARY

ODZBB - Organisational Design/ Zero Based Budgeting	2019/20	2020/21	2021/22	Reason for Saving
Roads & Transport				
Decriminalised Parking Enforcement income	115,000			Staff costs covered by income
Street lighting maintenance	60,000			Savings from LED investment
Traffic and street names	5,000			Efficiency
Supplies and services	20,000			Efficiency
Car leasing	15,000			Reduced commitments to leased cars
Travel expenses	5,000			Reduce travel
Training	5,000			Efficiency
Union Duties commitment	-19,000			Investment to support staff
Schools & Learning - Primary				
Car allowance - Teachers	10,000			Reduced travel
Miscellaneous supplies and services	8,000			Efficiency
BT line rental	20,000			Efficiency
Bursaries - gifted children	1,000			Efficiency
Virtual School commitment	-50,000			Investment to support improvement
Justice Services				
Contain budget pressures in ring-fenced funding	37,000			Efficiency from ring-fenced funding
Governance & Change				
Line-by-line review	0			New budget established in 2018/19
Budget for LGBF and Quality Scotland Subscriptions	-4,516			Budget correction
Risk, Resilience & Safety				
Line-by-line review	0			Service review completed in 2018/19
Planning & Communities				
Staff Reduction	22,075			Efficiency
Tayplan	40,000			Efficiency
Review of Commissioning Work	17,000	26,000		
Staff Reduction	27,848			New career pathway arrangements
General budget	5,000			Efficiency
Reduce path network contingency		13,000		Efficiency
Cairngorm outdoor trust		2,000		Efficiency
Checking building warrant values	60,000			Applications check for correct value/ fee
Section 89 applications	2,000			Income generation
Other planning and communities income	5,000	10,000	5,000	Income generation
Delivery teams to work with developers		5,000	5,000	Income generation
Staff Adjustment	-38,850			Budget correction
Staff Adjustment	-29,000			Budget correction
Schools & Learning - Additional Support Needs				
Line-by-line	0			No efficiencies identified
Internal Audit				
Car allowances	657			Reduced travel
Printing	400			Reduced printing
Subscriptions, memberships	2,000			Efficiency
IT software licence	4,500			Software no longer supported
Miscellaneous income	2,045			Income generation: services provided to DWP
Digital Enablement & IT				
Staff Medicals	1,000			Efficiency
Staff Reduction	8,000			Efficiency
Realignment of Duties	32,000			Efficiency
Budget correction Mobile reprovisioning	-22,000			Budget correction
Build/Plant -Ventilation	4,800			Property saving
Miscellaneous Property Costs	31,093			Property saving
Car Leasing	7,000			Reduced commitments to leased cars
Purchases - IT Hardware	4,000			Reduced IT purchases
Purchases -Mobile Telephones	350			Reduced Mobile Phones purchases
Subs Publications	10,000			Efficiency
Huddle		30,000		Systems review
Nintex		12,000		Systems review
Goliath	40,000			Systems review
Service specific Equipment	2,000			Efficiency
Subs Publications	10,000			Efficiency
Internet usage	-12,000			Increased allowance
Waste Management & Parks				
Line-by-line	0			

ODZBB - Organisational Design/ Zero Based Budgeting	2019/20	2020/21	2021/22	Reason for Saving
Assets				
Recruitment advertising	198			Efficiency
Centralised energy management	60,000			Improvements to energy management
Energy efficiency	210,000			Improvements to energy management
Housing				
Re-aligning of housing options work	200,000			CHT service review
Re-aligning community safety/ empty homes work etc.	100,000			Strategic Housing service review
Support to address Anti-Social Behaviour	100,000			Increased HRA contribution to ASB to reflect tenure split of activity
Adjustment of various re-charging arrangements	100,000			To better reflect split of activity between HRA and General Fund
Schools & Learning - Secondary				
Line-by-line	34,000			Various
Phase 1				
Remaining reviews - Phase 1	381,400	502,000		
Review of staffing budget slippage assumptions	750,000			Based on historic trends of underspends on staff cost budgets this saving can be applied as a managed risk
Phase 1 Total	2,400,000	600,000	10,000	
Phase 2				
Phase 2 reviews		500,000	990,000	
Phase 2 Total		500,000	1,000,000	

REPORT AUTHOR: Gordon Cargill, Service Leader (Governance & Change)
EMAIL DETAILS: CHIEFEXEC@angus.gov.uk

ANGUS COUNCIL

21 FEBRUARY 2019

CHARGING FOR THE PROVISION OF PRE-APPLICATION ADVICE IN PLANNING.

REPORT BY STEWART BALL, HEAD OF COMMUNITIES

ABSTRACT

This report seeks approval for the introduction of charging for pre-application advice in certain circumstances.

1. RECOMMENDATION(S)

It is recommended that the Committee:

- (i) approves the principle of charging for pre-application advice in the circumstances set out in the report and Appendix 1;
- (ii) agrees the charging schedule set out in Appendix 1;
- (iii) delegates authority to the Service Lead Planning and Communities to make minor drafting changes to the charging schedule prior to publication; and
- (iii) agrees that the charging schedule be reviewed on a yearly basis.

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

By ensuring an effective and efficient Development Management service, this report contributes to the following local outcome(s) contained within the Angus Local Outcomes Improvement Plan and Locality Plans:

ECONOMY

- An inclusive and sustainable economy
- Attractive employment opportunities

PEOPLE

- Improved physical, mental and emotional health and well-being

PLACE

- An enhanced, protected and enjoyed natural and built environment
- A reduced carbon footprint
- Safe, secure, vibrant and sustainable communities

3. BACKGROUND

Pre-application advice involves prospective applicants seeking specialist advice from a local planning authority as part of the process of preparing a planning application. Pre-application discussions are an important part of the development management process: they can save time and money for developers as a result of early engagement, result in better schemes and a smoother passage through the planning process. Pre-application discussions can also lead to quicker and more efficient decision making by the authority.

More specifically, the benefits of pre-application advice to users include:

- Providing confirmation whether proposals require planning permission or constitute permitted development;
- helping an applicant to establish whether the principle of development is acceptable prior to submitting a formal planning application;
- enabling early identification of the key planning issues and how to address them;
- identifying supporting information required for an application; and
- allowing applications to be validated quickly.

Pre-application discussions specifically allow the authority to:

- Advise individuals on the need for planning permission and help reduce occurrences of unauthorised development;
- Discuss potential applications to ensure the highest quality development is proposed and to ensure there is recognition of wider issues and desired outcomes;
- Improve the quality of the supporting information accompanying any application; and
- understand the proposal and the issues from an early stage.

Providing pre-application advice is not a statutory requirement and the resources needed to provide such advice can be significant. The Council currently operates a pre-application advice service free of charge to prospective applicants and developers.

4. CURRENT POSITION

The Council currently classifies any contact made before a planning application is made as a pre-application enquiry. Over the last eight years, the Council has dealt with a significant number of pre-application enquiries:

Year	2011	2012	2013	2014	2015	2016	2017	2018
Number of pre-application enquiries	718	667	689	697	958	886	946	980

The Planning Service has a target of dealing with any pre-application enquiry within 15 working days. Not all pre-application enquiries result in an application, and not all applications are the subject of pre-application enquiries (usually around 40 – 55% of applications determined have been subject to pre-application advice). There may be multiple pre-application enquiries relating to a particular site from a number of different parties.

Whilst in England, the majority of local authorities now charge for pre-application advice, take up in Scotland has been limited. Nine of the thirty two local authorities currently charge for pre-application advice although more authorities are now considering such charges. The fees charged by Scottish local authorities are set out in Appendix 2.

The current national review of the planning system in Scotland has set out that Planning Services should be able to work towards recovery of the full cost of providing their service through a review of the planning fees (which are set nationally) and through discretionary charging. Amendments have already been made to the maximum value of major planning application fees, and it is likely that there will be further changes to the application fee structure at a national level at some point in the future.

As set out above, the fees for planning applications are set nationally. The Council has an income target for planning application fees which is currently set at £680,000. Income has exceeded the target in four of the last five years:

Year	2013/14	2014/15	2015/16	2016/17	2017/18
Income	£744,429	£791,548	£752,085	£609,403	£790,558

5. PRE-APPLICATON PROJECT

In Angus, the introduction of pre-application charging in planning has been included as a project in the Change Programme since its inception. A potential income of £10,000 has been included in the Change Programme from 2019/20 onwards. This income target has recently been revised upwards through the OD / ZBB process, and a potential income of £30,000 has been identified. The Council's 2017 Planning Performance Framework also included "Reviewing the pre-application enquiry service and investigating the potential for charging in appropriate circumstances" as a service improvement.

The consideration of charging for pre-application planning advice has allowed for a fundamental review of the current pre-application advice service to bring about:

- Improvements for the customer - a better service
- Improvements for the Council – possible income and efficiencies
- Improvements for the process - better outcomes

The project has drawn on evidence from a number of different sources to ensure an informed and robust recommendation is made. These are set out below.

User Survey

A short online survey was undertaken of those persons that had submitted three or more planning applications over a defined period. In total, the survey was sent to 63 parties. A total of 22 responses were received. 19 respondents (86%) indicated that they used the council's pre-application service.

All respondents that used the service indicated that they found the pre-application responses to be clear and understandable with almost 85% indicating that responses provided the required information.

The survey asked respondents to indicate what they used the pre-application service to find out.

- 69% said they wanted to know if planning permission was required
- 85% said they wanted to know what information would be required to support a planning application
- 69% said they wanted to know what the key issues would be in deciding the planning application
- 54% said they wanted to know what policies would be used to decide a planning application
- 77% said they wanted to know what amendments might be required to make a proposal acceptable
- 85% said they wanted to know the likely outcome of a planning application

In response to a question about specific changes that respondents would like to be made to improve the pre-application service, a general trend (6 of 14 respondents) indicated a desire to receive quicker responses.

Around 47% of respondents indicated that they had experience of paying for pre-application advice provided by another planning authority, and 77% indicated that charging for a pre-application service would not impact on a decision to develop in Angus.

Time Recording and the Cost of the Planning Service

An internal time recording exercise was undertaken that asked all Officers to record the time spent on simple pre-application work over a four week period. Analysis of this data indicated that on average it took around 60 minutes of officer time to record and reply to a pre-application enquiry. That time was for a desk-based assessment and did not include any provision for site visits. The time taken by other council services to provide input to pre-application enquiries was also not assessed.

The exercise estimated that Development Management Team spent around 17 hours each week in total dealing with pre-application enquiries for householder and non-householder enquiries. This does not include an allowance for the time spent dealing with large-scale, business critical or potentially complex developments necessitate significant consultation with other council services and/or external agencies.

The Council was also one of twelve authorities in Scotland that took part in an exercise run by CIPFA through Heads of Planning Scotland to measure the cost of providing planning services in Scotland. This was a re-run of an earlier exercise undertaken in 2013 and was intended to inform the progress of the Planning Bill through Parliament. The final report for the study was produced in December 2018 and includes many interesting statistics. The exercise involved detailed time recording for a four week period, which was then aggregated to give statistics over a year. Those of relevance to the pre-application process include:

- 94% of applications received in Angus during the time recording period had been subject to pre-application advice, compared to an average of 28%¹.
- 2,388 hours would be spent on all pre-application work in a year at a cost of £93,000 (£54,000 on staff and £39,000 on overheads). This roughly equates to a cost of £40 per hour.

The Costing the Planning Service exercise estimated around 45 hours of Officer time a week being spent on all pre-application work. This is significantly more than the 17 hours a week recorded by the

¹ This figure appears to be high, and relates specifically to those applications determined during the recording period for this exercise. Angus Council's Planning Performance Framework for 2018 sets out that 36% of applications were subject to pre-application advice during 2017/18

internal time recording exercise. This could be down to work variations during the time recording period, but is more likely due to the inclusion of the more complex pre-application work that was not included in the householder and non-householder local applications recorded by the internal time recording exercise.

Outcome Assessment

The pre application recording exercise was analysed in terms of the outcomes achieved for the resource invested. 75 cases were considered and findings included:

- Around half of the applications determined in the study sample were subject to some form of pre application consultation.
- Email was the most used method of communication (59% interactions, with telephone only 15% of interactions)
- 93% of pre application consultations identified additional supporting information required for the subsequent application.
- 92% of applications subject to pre application consultation were subsequently accompanied by the supporting information identified through the pre application consultation.
- 43% of applications which were subject of pre app consultation with officers were amended or modified as a result of the advice given.
- 96% of applications were determined in accordance with the pre app advice.

Workshops

Two staff workshops were held in March 2018. These workshops were attended by members of the Development Management team and considered;

- The strengths, weaknesses, opportunities and threats of our current pre-application consultation system.
- Our customer's journey through our current pre-application system.
- What we consider to be good and bad service.
- What our customers want from a pre-application service.
- How customers want to apply for a pre-application consultation and how they want to receive their response.
- Strategies for introducing and dunning a pre-application charging regime.

6. DISCUSSION

The benefits of undertaking pre application consultations are shown in the outcome assessment, notably that nearly all applications were determined in accordance with the pre application advice (96%), 43% of applications subject to pre application consultation were amended as a result of advice given and 92% of applications subject to pre application consultation were subsequently accompanied by the supporting information identified through the process. There are therefore tangible benefits for both the applicant and the authority of continuing to provide this service.

Both the internal time recording and the Costing the Planning Service exercise give some idea of the time and resource currently engaged in the pre-application service. Typically the Development Management Team will spend somewhere between 17 and 45 hours a week on pre-application work. This roughly equates to a full time post. The resource invested in providing this non-statutory service is therefore significant.

Whilst the survey undertaken had a limited response, it showed that prospective applicants may be happy to pay for a pre application service. The survey also indicated the type of information that prospective applicants would find useful as part of our pre application response for certain types of application.

A number of options are therefore available to the Council. These include:

1. Continue to provide a free pre-application service.
2. Charge for all or elements of a pre-application service.
3. Stop providing a pre-application advice service.

Option 3 (stop providing a pre-application advice service) would have a significant impact on prospective applicants in terms of their access to professional advice from the authority on the acceptability of proposals. This option might result in the submission of poor applications (both in terms of proposals and content) which would then have an effect on the time taken to determine applications and the ability of the Council to meet statutory timescales for determination.

The Council could continue to provide the service free of charge, but there are cost implications for the Council in providing a non-statutory service. To an extent, these are recovered as the investment of officer time in giving advice results in better applications (both in terms of proposals and content) which can then have a positive impact on reducing the resource and time taken to determine applications.

If a charge is introduced for the provision of pre-application advice, there should be a tangible benefit to the potential applicant. It is considered that the certainty of timescales and the information that they will receive may justify the charge. There is also a benefit to a prospective applicant in that they can pay for the service they want, including meetings and site visits which are currently not routinely part of a pre-application response. The income generated would go some way to covering the cost of providing the pre-application service. The extent to which income would cover the cost is dependent on the take up of the service. Some local authorities that have introduced pre-application charging have experienced a drop in use of the service. This may be because people are unwilling to pay, but anecdotal evidence also suggests that the introduction of charges has resulted in a significant reduction in speculative pre-application enquiries (i.e. those that never result in an application), focusing resources where they can make a difference.

If a charge is introduced, there will be implications for the services that the Council currently offers including planning surgeries and reception team meetings. Reception team meetings have involved pulling all relevant council services together to discuss potential applications with prospective applicants so that they receive relevant advice on proposals at the earliest opportunity. Such reception team meetings may still be possible, but communications will have to be clear that these are offered as part of the chargeable service, and that the service would have significant benefit for the participants.

7. CONCLUSIONS

Given the evidence collected and the discussions in the staff workshops, it is considered that:

- Angus Council should not charge for enquiries relating to whether operations require planning permission.
- Charges for a pre-application service should relate to the provision of professional opinion of the acceptability of proposals.
- Any fee for pre-application advice should be easy to calculate and should reflect the level of complexity and time taken to give the advice.
- The fee structure is based on the costs of providing the service as set out in the “Costing the Planning Service” draft report, the information gathered through our own time recording exercise and the costs of staff involved in providing the pre-application service as well as comparison with charges in other local authorities.
- The service should operate digitally with an on-line form submitted to the authority in a way that that supporting documents can be attached. Payments should also be taken electronically.
- There should be exemptions to the charges including:
 - Enquiries by charities, Community Councils, constituted not for profit community groups or organisations where it relates directly to their not for profit activities.
 - Works or alterations to improve access, safety, health or comfort for a disabled person in their home.
- The introduction of pre-application charges should be supported by an improvement in self-service channels that could be provided on-line through the internet.
- The introduction of pre-application charges should also prompt a review of the current planning surgery arrangements.
- The introduction of pre-application charges should prompt consideration of whether resources and processes are capable of “fast-tracking” applications that have been the subject of pre-application discussions.

A proposed advice note and charging schedule is set out at Appendix 1.

8. FINANCIAL IMPLICATIONS

The introduction of charges for pre-application advice is included in the Council’s Change Programme. Whilst the income generated by the introduction of charges will be dependent on the take up of the service, it is expected to be up to £30,000.

9. RISKS

There is a risk that by introducing a charge for this service, potential applicants will not seek pre-application consultation with the Planning Service and simply lodge applications that are less well developed and take longer to process. On introducing charging for their pre-application service, other authorities have seen a significant drop in the number of enquiries per year. Charging for the service might discourage individuals from enquiring if planning permission is required before undertaking development and thereby put additional pressure on and require additional resource to fund our Enforcement Service.

The national review of the planning system in Scotland aims to achieve a quicker, more accessible and efficient planning process in order to build investor and community confidence in the planning system. Whilst pre-application charging may move the authority further towards full cost recovery for providing the Planning Service, it may also impact on the speed of decisions, the number of applications that are refused and the perception that the Council is "open for business". It may require additional resource to deal with applications that have not benefitted from amendment and improvement at the pre-application stage.

There have also been difficulties in some authorities with ensuring payment for pre-application advice is received, and additional resource could be needed to set up appropriate systems and ensure / chase payment

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

REPORT AUTHOR: Stewart Ball, Head of Communities

EMAIL DETAILS: Communitiesbusinesssupport@angus.gov.uk

List of Appendices:

SCHEDULE 4a: Appendix 1 – Draft Charging Schedule

SCHEDULE 4a: Appendix 2 – Current Planning Application Fees and Pre-application fees charged by other local authorities.

Draft Charging Schedule

Pre-application Service offered by Angus Council

The purpose of pre-application advice is to give you an idea of the likelihood of gaining planning permission for your proposals. Pre-application advice will also set out how possible concerns about any proposal could be overcome and will give you an idea of the information that will be needed to support any future planning application.

The Council considers that development proposals can benefit from a pre-application service which offers a written response. Angus Council provides three levels of pre-application advice:

Level of service	What is provided	Timescale for response
Standard	Written response assessing proposal, providing advice how to overcome concerns (where possible) and identifying information likely to be required to support a planning application.	15 days
Enhanced	Written response assessing proposal, providing advice how to overcome concerns (where possible) and identifying information likely to be required to support a planning application. Includes a site visit and a meeting.	Up to two months
Bespoke	To be discussed and agreed with potential applicant	To be discussed and agreed with potential applicant

Which level of service should you use and what will you get for your money?

Standard - Proposals which are subject to this level of service are likely to be predominately householder extension and small residential and commercial development. You will need to provide plans of the development and the case officer will provide written comments on these plans assessing the proposal and providing advice as to how to overcome concerns (where possible).

Enhanced - A case officer will contact you to arrange a meeting once the pre-application enquiry has been received. The officer may also visit the site before the meeting. A written response will be provided following the meeting. PLEASE NOTE - any meeting will be to discuss plans as originally submitted, the case officer will NOT consider any other plans at this stage.

Bespoke – A case officer will contact you to determine what pre-application service you require, which may include, but may not be limited to site visits, meetings and written responses. Following discussion, a schedule of service and charges will be produced for agreement. Any additional services from those set out in the agreement will be charged at the stated rates set out.

We recognise that in some circumstances, where potential applicants opt for the standard or enhanced service, they may consider that an additional meeting would be useful; possibly to discuss advice that has been issued. This can be arranged, but will be an additional cost as set out in the charging schedule.

We recognise that in exceptional circumstances a meeting may be required for a smaller development scheme. An applicant/agent may indicate within their pre-app submission that a meeting is required, along with the justification. The case officer will then consider whether a meeting is required (case officer's decision will be final). Should a meeting be considered necessary, this can be arranged but there will be an additional cost as set out in the charging schedule.

In addition, major development proposals may require more than one meeting. Additional meetings or site visits will be charged as set out in the charging schedule.

Will your pre-application enquiry be subject to consultation?

As part of the Enhanced service, we will consult with the Council's conservation and tree officers, roads, environmental health and schools and learning colleagues where appropriate. You will be advised where such consultations are sought and if this may lead to any delay in providing a response in the agreed timescales.

What happens after you receive your response?

If the pre-application response sets out that the scheme is not acceptable the case officer will try to advise what steps would overcome the objections. If you are satisfied that you can address any issues identified in the pre-application response you can proceed to the planning application stage.

The service does allow for additional plans to be submitted as part of the same pre-application process with a fee payable as set out in the charging schedule. Where the pre-application is for the Enhanced service, additional meetings can also be booked, although this will be at the case officer's discretion and will be an additional cost as set out in the charging schedule.

If the case officer believes that they are unable to advise how to overcome the concerns, then this will be clarified in the response.

The subsequent planning decision

No guarantee of a particular decision or recommendation can be given.

The advice given is that of competent officers acting reasonably with the information supplied, based on current law and policies, and is given in good faith. Pre-application advice is given without prejudice to the formal consideration of any planning application, which will be the subject of public consultation and where new material planning considerations may be raised.

Little or no weight should be given to the content of the Council's pre-application advice for schemes which are submitted more than one year after the advice being issued. This period may be reduced if a material change in policy at either national or local level is introduced.

It remains up to the applicant to demonstrate through their planning application that their proposal meets the relevant and most up to date planning policies and guidance.

Confidentiality of pre-app submissions

The Council does not publish pre-application submissions, however, we may be required to disclose submissions if a Freedom of Information Request, or, a request for information under the Environmental Information Regulations is made. Under the Freedom of Information (Scotland) Act 2002, certain information may be exempt from release on a number of grounds including where disclosure would be likely to, inhibit substantially the free and frank provision of advice or exchange of views for the purposes of deliberation or would prejudice substantially the commercial interests of any person.

Should a planning application be submitted following a pre-application enquiry and the applicant / agent has completed the pre-application section on the planning application form, quoting a pre application reference number, we will publish the pre-application response on the planning application file.

Permitted Development

We will not charge for enquiries related to permitted development rights and whether operations require planning permission. If you require legally binding confirmation that development (either existing or proposed) falls within permitted development right thresholds, you should make an application for a Certificate of Lawfulness.

Exemptions

The following enquiries will be exempt from charges:

- Enquiries by charities, Community Councils, constituted not for profit community groups or organisations where it relates directly to their not for profit activities.
- Works or alterations to improve access, safety, health or comfort for a disabled person in their home.

The Council's Pre-application service will not ordinarily include:

- Advice or input from external stakeholders or agencies (e.g. SNH, SEPA, Transport Scotland, Historic Environment Scotland);
- Specific architectural or technical advice which falls under the remit of an architect, engineer or surveyor etc;
- Recommendations or advice regarding the appointment of agents or contractors; or
- Suggestions relating to alternative uses of land or buildings (e.g. we will not respond to questions such as "what can I do with my land?")

Charges for 2019/20

Service level	Householder	Local	Major	Other (including advert consent)
Standard	£40	£100	£500	£55
Enhanced	n/a	£200	£1,000	n/a
Extras				
Additional plans	£40	£150	£300	£50
Meeting	£40	£150	£300	£50
Site visit	£40	£150	£300	£50

Hourly rates²:	
Planning Officer	£40
Team Leader	£50
Manager	£60
Service Lead	£70

² Includes salary, on costs and overheads.

Current Planning Application Fees & Pre-application fees in Scotland

Current Planning Application Fees

Planning permission in principle	
most types	£401 per 0.1 ha (or part thereof) of site area. Where the site area exceeds 2.5 hectares, £10,028 plus £100 for each 0.1 hectare in excess of 2.5 hectares, subject to a maximum in total of £62,500
one dwelling house	£401

All applications and matters specified in conditions	
Alterations etc. to existing dwellings	£202 per dwellinghouse. Maximum £401 for 2 or more dwellings
Erection of dwellings	£401 per dwellinghouse created where the number of dwellinghouses to be created by the development exceeds 50, £20,050 plus £200 for each dwellinghouse in excess of 50, subject to a maximum in total of £124,850
Erection of buildings excluding dwelling houses and agricultural buildings	Works not creating more than 40 sq.m of additional floor space - £202. More than 40 sq.m but not more than 75 sq.m of additional floor space - £401. Each additional 75 sq.m (or part thereof) £401. Where the area of gross floor space exceeds 3,750 square metres, £200 for each 75 square metres (or part thereof), subject to a maximum in total of £125,000
Erection, alteration or replacement of part thereof of site plant and machinery	£401 per 0.1 ha (or part thereof) of site area. If site area exceeds 5 hectares, £20,050 plus £200 for each 0.1 hectare in excess of 5 hectares, subject to a maximum in total of £125,000
The erection, on land used for the purposes of agriculture, of buildings to be used for agricultural purposes	Where the ground area to be covered by the development exceeds 465 square metres but does not exceed 540 square metres, £401; where the ground area to be covered by the development exceeds 540 square metres, £401 plus £401 for each 75 square metres (or part thereof) in excess of 540 square metres, subject to a maximum in total of £20,055
The erection of glasshouses on land used for the purposes of agriculture	Where the ground area to be covered by the development exceeds 465 square metres, £2,321
Winning, working or storage of minerals etc (other than peat) and waste disposal	£202 per 0.1 ha (or part thereof) of area (Where the site area exceeds 15 hectares, £30,240 plus £100 for each 0.1 hectare in excess of 15 hectares, subject to a maximum in total of £125,000
Winning and working of peat	£202 per hectare (or part thereof) of site area. Maximum of £3024
Car parks, service roads or accesses	£202 (existing uses only)
Exploratory drilling for oil or natural gas	£401 per 0.1 ha (or part thereof) of site area. Where the site area exceeds 7.6 hectares, £30,240 plus £200 for each 0.1 hectare in excess of 7.6 hectares, subject to a maximum in total of £125,000 total of £125,000

Other operations on land	£202 per 0.1 ha (or part thereof) of site area. Maximum £2016
For non-compliance with conditions including retention of temporary buildings etc	£202 (if not exempt as a revision)
Change of use to and sub-division of dwellings	£401 per additional dwelling created where the number of additional dwellinghouses to be created by the development exceeds 50, £20,050 plus £200 for each additional dwellinghouse in excess of 50, subject to a maximum in total of £124,850
Other changes of use except waste or minerals	£401

Current Pre-application fees

Council	Householder	Local	Major	Other
Argyll and Bute	free	£100 - £800 25% planning application fee	£1000	
Dumfries and Galloway	£50 Meeting £50 Site Visit £100	max £1000 30% planning application fee Meeting £50 Site Visit £100	£1250	free - Listed building, conservation area consent, brief verbal advice.
Fife	£55	max £500 50% planning application fee	max £800 50% planning application fee. max £1200 100 units or more: 50% planning application fee	
Highland	free	max ranging from £696 to £3,750 30% planning application fee	£2,500	£40 development enquiry
Moray	free	£500 Single houses £150	£1250	£50 Development Enquiry
Perth		£120	£600	
Scottish Borders	£30 Meeting £50	£100 All other £250 Housing £250 All other meeting £400 Housing meeting £300 All other workshop and written response £500 Housing workshop and written response	£450 Housing and all other £750 Renewable Energy £700 Housing and all other meeting £1,000 Renewable Energy meeting £950 Housing and all other workshop and written response £1,500 Renewable Energy workshop and written response	
South Ayrshire	£50 or £100 with site visit	£100 - £800 20% planning application fee		
West Lothian	£40	max £500 50% planning application	max £800 50% planning application	
Angus (Proposed)	£40 Meeting £40 Site Visit £40	£100 written response £200 site visit, meeting and written response Meeting £150 Site Visit £150	£500 written response £1,000 site visit, meeting and written response Meeting £300 Site Visit £300	Free development enquiries including listed building consent applications £55 advert consent

ANGUS COUNCIL

SPECIAL CHILDREN AND LEARNING COMMITTEE – 21st FEBRUARY 2019SPECIAL ANGUS COUNCIL – 21st FEBRUARY 2019

ANGUS SCHOOL STAFFING – BUDGET EFFICIENCIES

PAULINE STEPHEN, HEAD OF SCHOOLS AND LEARNING

ABSTRACT

This report summarises the progress of the implementation of efficiencies to the school staff budget and provides an updated programme of budget efficiencies. Approval is sought for this updated programme of delivery as part of Angus Council's overall change programme.

1. RECOMMENDATIONS

1.1 It is recommended that the Children and Learning Committee:

- (i) Agrees to revise the proposed secondary teacher savings in April 2019 from £395,000 to £227,000;
- (ii) Notes the proposed teacher workforce budget efficiencies for 2019 to 2024 outlined in table 3;
- (iii) Notes that the increasing secondary school roll is a likely budget pressure for the 20/21 budget setting process;
- (iv) Agrees to revised budget efficiencies from the gradual reduction of additional primary teachers over 4 years as outlined in table 2;
- (v) Notes that annual teacher savings as agreed in (iv) will be subject to annual monitoring to manage any risk on service delivery and pupil-teacher census;
- (vi) Notes that any alterations to the savings outlined in table 3 as the result of annual monitoring will be highlighted to Committee for further scrutiny.

1.2 It is recommended that Angus Council:

- (i) Agrees to revise the proposed secondary teacher savings in April 2019 from £395,000 to £227,000;
- (ii) Notes the proposed teacher workforce budget efficiencies for 2019 to 2024 outlined in table 3;
- (iii) Notes that the increasing secondary school roll is a likely budget pressure for the 20/21 budget setting process;
- (iv) Agrees to revised budget efficiencies from the gradual reduction of additional primary teachers over 4 years as outlined in table 2;
- (v) Notes that annual teacher savings as agreed in (iv) will be subject to annual monitoring to manage any risk on service delivery and pupil-teacher census;
- (vi) Notes that any alterations to the savings outlined in table 3 as the result of annual monitoring will be highlighted to Council for further scrutiny.

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

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

- A skilled and adaptable workforce

3. BACKGROUND

3.1 Teacher Workforce

Angus Council employs 1,136.3FTE teachers across all sectors. The Scottish Government requires all local authorities to participate in a national census in September each year. The purpose of this census is to gather pupil numbers, teacher numbers and the pupil to teacher ratio in each of Scotland's 32 local authorities. The Scottish Government requires Scottish local authorities to ensure that they contribute to maintaining the national pupil/teacher ratio. The national ratio that requires to be maintained is 13.7. Angus Council continues to have a more favourable pupil/teacher ratio than this as follows:

September 2018 – 13.4 (not including teachers funded by Pupil Equity Fund (PEF); 13.1 inclusive of PEF funded teachers)
September 2017 – 13.3
September 2016 – 13.3
September 2015 – 13.2

3.2 The intention to maintain teacher numbers across Scotland continues to be recognised. However, it is also necessary to acknowledge that national teacher workforce planning is not an exact science. As local authorities are required to maintain teacher numbers even where pupil rolls decrease, this has arguably contributed to the lack of available teachers moving between local authorities, compounding teacher recruitment issues. Angus Council, like others has had some issues ensuring adequate teacher recruitment particularly in specific subjects in the secondary sector. This session secondary recruitment in English and Mathematics and to some extent Technologies has been a focus. A number of local initiatives continue to enhance teacher recruitment. This includes targeted over-recruitment at certain points of the year, ongoing recruitment campaigns and the extension of our 'grow our own approach' that supports Council staff to retrain as teachers to now include local residents. In February 2018 (report 59/18) it was recognised that despite our recruitment best efforts, there was scope to reduce teacher numbers in Angus whilst contributing to the maintenance of the national pupil/teacher ratio.

3.3 The overall budget for teaching staff in Angus is £57.253million (per 18/19 Final Budget Volume). As part of its budget setting process the Children and Learning Committee and Angus Council approved proposals in February 2018 to deliver budget efficiencies that were to be phased as follows:

2018/19:	£760,000
2019/20:	£548,000
2020/21:	<u>£363,000</u>
TOTAL:	£1.671m

3.4 It was recognised at the time of approval that the budget efficiency for year one, 2018/19) was deliverable within the then current educational landscape. It was identified that the outcomes of the Scottish Government's consultation into the fair funding of Scottish schools, report 318/17 refers, would provide a context for the exploration of the future deliverability of changes to school finance. Indicative savings were therefore provided for 2019/20 and 2020/21 which would require further analysis within this context and in relation to the maintenance of pupil/teacher ratio. Children and Learning Committee and Angus Council therefore noted the proposed staffing reductions for 2019-21 in secondary school teacher absence cover and additional primary teacher staffing and agreed that these would be reviewed as part of the 2019/20 budget process.

4. CURRENT POSITION

4.1 Teacher Workforce

The impact of the agreed 2018/19 savings has been carefully monitored for impact upon the provisions of effective school education and on the teacher-pupil census. There has been minimal impact on the teacher-pupil census. The outcome of the national work on fair funding to schools is likely to be available by the end of school session 18/19 and this will inform future considerations.

4.1.1 Secondary Schools

As agreed through report 59/18 the Angus secondary school staffing formula has been reviewed, the resulting 2018/19 saving has been delivered and the element of this saving planned for 2019/20, due to the school session not aligning with financial year (£227K), will also be delivered. In terms of the daily operations of secondary schools, the year one saving has had low to medium impact. In some cases this has resulted in larger classes, year groups being full due to practical sets operating at

capacity and less in-school cover available. However, from the analysis it is clear that progressing with year two secondary teacher savings as originally proposed would have a greater impact in schools. This is as result of an increasing secondary school roll. More young people in Angus are staying on at school for longer due in part to our encouragement of this as a positive life choice and also in response to the more flexible curricular offers in place. Furthermore the secondary roll is projected to increase over the next five years, with a large increase planned for school session 2020/21.

4.1.2 Visiting Teacher Service

The agreed review and re-design of the Visiting Teacher Service is being implemented and plans are developing for the alternative delivery of a reduced specialist teaching resource. This work will involve the visiting teacher service in the design of the new provision.

4.1.3 Primary Schools

Recommendations (v) and (vi) from report 59/18 are complete with no impact on service delivery. The agreed reduction of primary absence cover has had no impact due to the ongoing lack of availability of supply staff and, in general, within school cover being available. The primary education budget was subject to further scrutiny through the corporate zero-based budgeting and organisation design process in September 2018. As a result of this process, a revised budget saving of £1,056,000 over the next 5 years is proposed. This replaces the primary teacher savings proposals for 19/20 and 20/21 in report 59/18 (total £160K) and incorporates additional savings for years 21/22, 22/23 and 23/24.

4.2 School Support Staff

All the agreed recommendations in report 59/18, relating to school support staff, are complete with a review of the primary school office concluded and implemented.

5.0 PROPOSALS

5.1 Teacher Workforce

Secondary Teachers: As a result of a rising secondary school roll, it is proposed to revise the proposed secondary teacher staffing budget efficiency in April 2019 from £395K to £227K. As detailed in 4.1.1 above, £227K being the academic year 2019-2020 phase of savings previously agreed through a change to the staffing formula. It is proposed that the balance of £168K, currently budgeted for staff cover, will remain in the secondary budget.

Visiting Teachers: The agreed visiting teacher service redesign is underway. This will reduce the number of visiting specialist teachers over time from 18FTE to 8FTE. Removing vacant posts in this service in April 2018 saved £77,000. In April 2019 vacancy savings of £46,000 will be made, and in April 2020 the move to an alternative model of specialist provision saves a further £310,000.

Primary Teachers: Angus has 581FTE primary teachers. Teacher numbers are allocated to schools on the basis of the most efficient class configuration and in full cognisance of statutory class size requirements. Of this number, 25.5FTE is provided in addition to the required primary schools' class staffing allocation as follows:

Table 1: Primary Additional class teacher posts

Table to follow, 3 rows, 2 columns

17FTE	Added to overall primary staffing budget and proportion of cost, 'clawed back' from schools. All schools have between 0.1 and 0.6FTE more staffing than they need to cover classes.
8.5FTE	Added to staffing formula for nine schools based on an analysis of Scottish Index of Multiple Deprivation (SIMD).
25.5FTE	TOTAL COST £1,056,000

Report 59/18 proposed potential future savings through the phasing out of the additional resource provided to 9 (8.5FTE teachers) primary schools on the basis of an analysis of the Scottish Index of Multiple Deprivation. At February 2018 it was intimated that there was the potential to reduce this

resource from 8FTE to 4FTE from 2019 to 2021 delivering a saving of £160,000 over 2019/21. In order to respond to Angus Council's financial challenge, a review of this original proposal has determined that there is potential to phase out all primary budget additionality – the equivalent of 25.5FTE posts over a five year period as follows:

Table 2: Five year Primary Additional Teachers Budget Saving Plan

Table to follow, 7 rows, 4 columns, first row headers

YEAR	PROPOSED SAVING	SAVING PREVIOUSLY OUTLINED IN REPORT 59/18	DIFFERENCE
19/20	204,000	107,000	+ 97,000
20/21	304,000	53,000	+ 251,000
21/22	300,000	N/A	+ 300,000
22/23	198,000	N/A	+ 198,000
23/24	<u>50,000</u>	<u>N/A</u>	<u>+ 50,000</u>
TOTAL	1,056,000	N/A	+ 846,000

The deliverability of these proposed savings will be reviewed annually as part of the budget setting process.

6. FINANCIAL IMPLICATIONS

- 6.1 In April 2018, £760,000 of teacher budget efficiencies, £553,000 in secondary education and £207,000 in primary education, were delivered with overall low impact on service delivery and the pupil-teacher census.
- 6.2 Future teacher workforce budget efficiencies are proposed as follows:

Table 3: Summary of Total Teacher Workforce Savings

Table to follow, 13 rows, 3 columns

April 2019	Completion of saving from revision of secondary staffing formula	£227,000
April 2019	Reduction of Visiting Teachers	£46,000
April 2019	Phased reduction of additional primary teachers	£204,000
TOTAL 19/20		£477,000
April 2020	Phased reduction of additional primary teachers	£304,000
April 2020	Reduction of Visiting Teachers	£310,000
TOTAL 20/21		£614,000
April 2021	Phased reduction of additional primary teachers	£300,000

TOTAL 21/22		£300,000
April 2022	Phased reduction of additional primary teachers	£198,000
TOTAL 22/23		£198,000
April 2023	Phased reduction of additional primary teachers	£50,000
TOTAL 23/24		£50,000

6.3 Budget efficiencies in teacher workforce are therefore proposed to total £1,816,000 over the period 2018-2023.

7. CONSULTATION

7.1 The proposals outlined in this report have been subject to discussion with teacher trade union representatives and the Angus Schools Partnership, a representative group of Angus Head Teachers. Statutory officers have also been consulted. The outcome of this consultation is that there is a requirement to maintain robust annual monitoring of teacher workforce changes as well as assess the impact of any national conditions in relation to the funding of schools.

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

REPORT AUTHOR: Pauline Stephen, Head of Schools and Learning

EMAIL DETAILS: PEOPLE@angus.gov.uk