

## Finance & Change Plan | 2019-24



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## Foreword

Angus, like all councils, is currently managing some of the most challenging circumstances it has ever faced. We have the perfect storm of rising costs and reducing income and that has meant many changes to the way the council provides its services and, in some cases, how those services are paid for.

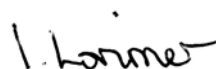
The council has significantly increased the pace of change in recent years as evidenced by the savings and investments made through our Change Programme. Our latest Change Programme as set out in this document covers every area of service with clear links to our Council Plan and includes our intention to undertake focused work in areas such as demand management, commercialisation, collaboration and partnership.

Improving the council's efficiency has been a large part of our focus and will remain so but efficiency alone is unlikely to be enough to bridge the funding gaps we face into the future. This is why we are investing in new programmes of work which will help identify ways for the council to be financially sustainable – a public service organisation fit for the 21st Century which works with a number of partners to deliver for local people.

The updated Council Plan, Workforce Plan and detailed revenue and capital budget proposals for 2020/21 to 2022/23 reflect the council's ambitions and priorities and show that although significant savings have to be made we are also investing money in those areas we think are the most important in line with our priorities.

Although our budget proposals for 2020/21 mean some reductions in services and an increase in charges for some services, the emphasis of our savings is about efficiency and effectiveness. We believe this is a package of measures which will limit any possible negative impact on the services the people of Angus rely on each and every day.

Councillor Angus Macmillan Douglas  
Depute Leader and Finance Convener



Ian Lorimer  
Director of Finance





## Key messages

1. The council has never been so financially challenged and that will now change in the near future.
2. The council relies on grant income from the Scottish Government for 80 percent of the money it needs to pay for the services that the council provides to the public. Council Tax income covers only 20 percent of the net cost of providing services.
3. The council's finances are being squeezed from three directions at the same time: the money it gets from Scottish Government has been reducing in real terms; rising inflation means it costs more to provide services each year; there is increased demand for some services. This "triple whammy effect" over the last nine years has meant that the council has had to make big changes to the services it provides, how it provides them and the fees and charges it asks people to pay.
4. Although the council can do more to improve its efficiency, it has already done a huge amount to save taxpayers' money and reduce its costs. The council is still providing all the services it is required to by law and has still managed to make saving of £55.9m (20 percent) and reduced its staff by more than 500 (12 percent) in the last seven years alone.
5. The range of services provided by Angus Council is vast. Council services touch the lives of every person in Angus every day, in some way. Those services are important, but they cost money and need to be paid for.
6. Despite the most challenging financial situation faced by local authorities in a generation, Angus Council still has responsibility for deciding how very large amounts of taxpayers' money will be used. That money is intended for services that are the highest priority to get the best outcomes for local people as detailed in our Council Plan.
7. The future for the council looks very difficult. The sustainability of the current system of council funding and the services councils are asked to provide will have to be asked examined in the very near future.

# Part 1 - How our finances work

## **Main parts of council finances**

It costs money to deliver the services the council provides and it must comply with strict rules as to how it manages and accounts for that money.

There are four main parts to the council's finances. These include:

### **General fund revenue**

This covers the day-to-day spending and income on all services provided except council housing. The costs of staff, materials, fuel, debt, etc. for services such as schools, waste collection, roads, planning and social work sit under this part of the council's finances.

### **General fund capital**

This covers spending and income on assets (buildings, vehicles, equipment, etc.) which will be used over a number of years to provide General Fund services.

### **Housing revenue**

This covers the costs of staff, repairs, administration, etc. required to run the council's housing service and the rental income received from tenants.

### **Housing capital**

This covers the cost of building new and improving existing council houses.

## Part 2 - General Fund

### Where the money comes from

The vast majority of money is in General Fund revenue and this money comes from the public either through national taxation via the Revenue Support Grant, or directly via Council Tax or from the fees and charges the council applies to some services.

The pie charts below show the different sources and percentages. Gross income covers everything but net income is the most common way council finances and budgets are presented.

Figure 1: Sources of Gross Income

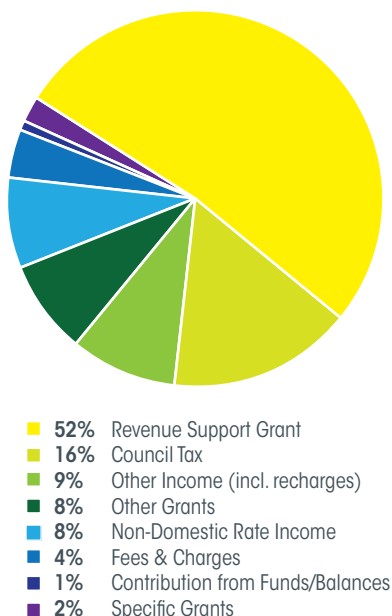
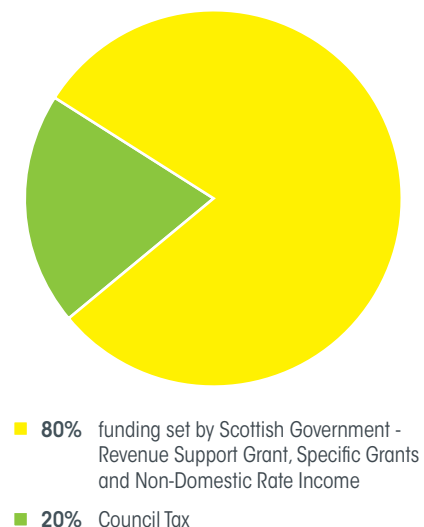


Figure 2: Sources of Net Income



The council relies on the Scottish Government, Angus Council Taxpayers, businesses, the UK Government and customers paying for services for all of its income. This is the total income the council receives in order to provide services. The sources of gross income are shown in Figure 1.

Figure 2 shows just how dependent the council is on the money it receives from the Scottish Government. At 80 percent of net income, this is the biggest factor affecting the council's budget decisions. Although Council Tax is a big bill for each household every year, the money raised only meets 20 percent of the cost of providing council services.

The 80/20 ratio of grant funding to Council Tax creates a "gearing" effect. In Angus this means that a £2m (which is 1 percent) reduction in Government Grant would need a 4 percent increase in Council Tax to make up the loss.

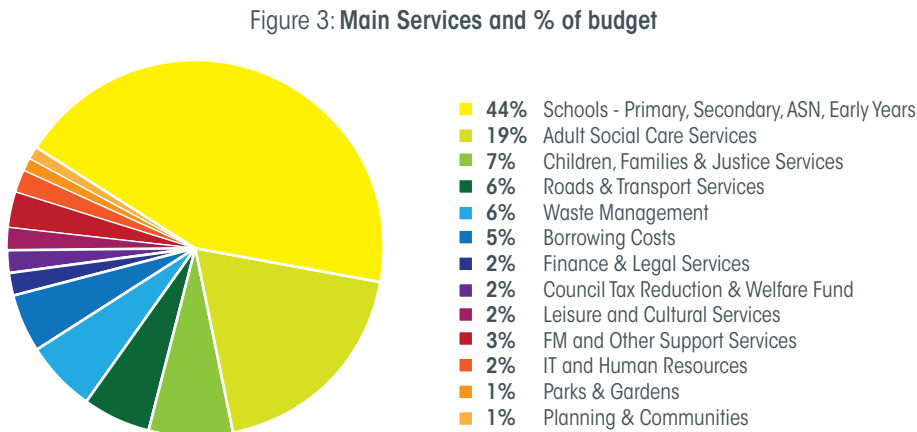
Although the council collects non-domestic rates from Angus businesses, this income goes into an all Scotland fund and is then redistributed to councils as part of their total allocation of funding

from the Scottish Government. The Government therefore decides how much of the non-domestic rate income collected locally comes back to Angus Council. The council has no control over this part of its funding.

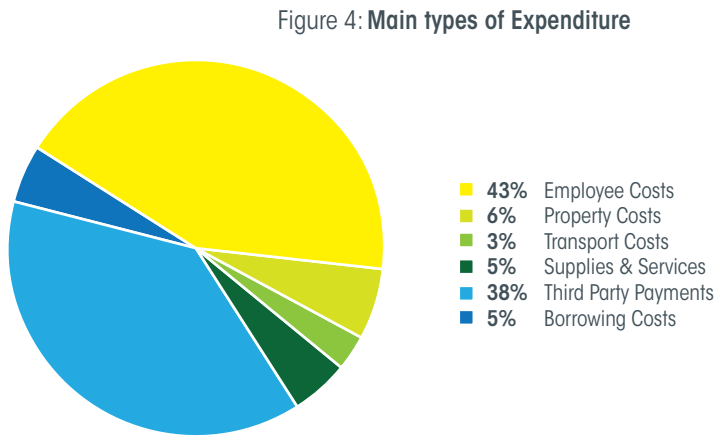
Where the money is spent

Angus Council, in common with all Scottish councils, is required by law to provide a very wide range of services. These include large service areas such as schools down to small services such as the maintenance of war memorials. Council services impact almost every aspect of our daily lives across Angus. Many of these go unnoticed and are provided for the benefit of all citizens rather than directly to a single individual the individual.

Figure 3 shows the percentages spent on the main council services.



Most of the costs are for staff directly employed by the council. In addition, the council also buys in services from other organisations and makes payments to these third parties. Figure 4 shows the main areas of expenditure.



## Matching our spend to council priorities

The council's priorities are covered under four main themes as follows:

**Economy – Angus is a go to area for business**

**People – We want to maximise inclusion and reduce inequalities**

**Place – We want our communities to be strong, resilient and led by citizens**

**Our Council – We want Angus Council to be efficient and effective**

These four themes are the focus for our planning, along with our change and improvement activity. More detail on these priorities can be found in our Council Plan. These are further sub-divided into our updated priority areas of work which are referred to in the Council Plan.

## The challenges

The council operates in an increasingly complex environment. In addition, the council's finances are smaller than ever before as over the past seven years the council has reduced its budget by £55.9 million. At the same time, the council has continued to deliver its priorities, improving the lives of its residents and communities to a high standard.

The main challenges are highlighted as follows:

- **Policy and legislative changes**

There are a wide variety of major national policy and legislative changes which are affecting the council. Changes in legislation can mean higher costs which the council must meet in order to comply with the law.

While some aspects of Scottish Government funding have increased, much of this extra funding can only be spent on to specific projects which are part of national policy so the council must spend this money only on those projects.

- **Partnership working**

There has been a big increase in the number of partnerships that the council is working with in order to deliver services. Examples include the Angus Health & Social Care Partnership, Community Planning Partners and Tay Cities Board. This makes tracking performance and governance more complex, but it also gives the council the opportunity to learn and deliver services in new, more effective ways.

- **Reductions in government grant**

As stated above, 80 percent of the council's net budget comes from Scottish Government grant support. The policy of austerity has affected all public services and all councils in Scotland have seen their core grant funding reduce. In addition, priority has been given to some areas of public services by the Scottish Parliament.

In a recent report Audit Scotland commented "Funding from the Scottish Government to local government between 2013/14 and 2018/19 decreased by 7.6 percent. Scottish Government funding across other areas decreased by 0.4 percent over the same period, demonstrating that local government funding has undergone a more significant reduction than the rest of the Scottish Government budget over this period".

- **Rising costs due to inflation**

Council services are subject to rising costs in the same way as any household budget. Providing council services needs staff, food, fuel, energy, vehicles, and other materials. These costs have all been rising each year because of inflation. Inflation on some of the council's costs e.g. for care services can be much higher than the level of general inflation.



- **Rising costs due to increasing demand**

There have been changes in demand for some services caused by an ageing population and new initiatives, such as the increase to the numbers of funded hours for Early Learning and Childcare. In order to meet this demand, there will need to be changes to staffing levels, buildings and equipment, and this means higher costs.

When there is a reduction to 80 percent of income and costs are increasing because of inflation, demand, new legislation and complexity, there is inevitably a significant challenge to address.

The combined effect of the financial challenge has meant that in addition to the £55.9m saved in the last seven years Angus Council will need to find another £10.2m of savings in setting its 2020/21 revenue budget. Further significant savings in future years will also be necessary.

The fact the council has up to now been able to keep most services running well is due to the hard work of staff and the willingness of Councillors to make difficult decisions when required.

## General fund revenue budget for 2020/21

Increases in the council's costs and reductions to its income mean that there is not enough money to pay for all services as they are currently provided. The council has a funding "gap" for 2020/21 of £16.4m which is 5.7 percent of the net budget, meaning that there is a difference between budgeted expenditure and income which needs to be addressed. The table below shows the main causes of the funding gap.

Figure 5: **Funding Gap 2020/21 – Main Causes**

Cause	£m
Pay inflation – teachers and other staff (not already in base budget)	4.477
Cost and demand pressures in adult health and social care services	4.244
One-off budget savings in 2018/19 which need permanent solutions	1.605
Reduction in Scottish Government Grant for Core Services	1.418
Teachers' Pension – full year effect of rise in employer contribution costs	0.300
Cost & demand pressures in Children & Family Social Work Services	0.580
Cost & demand pressures in Schools & Learning	1.057
Cost & demand pressures in Infrastructure Services	0.215
Cost & demand pressures in support services	0.651
Other budget adjustment & corrections	0.466
<b>Funding gap before service developments</b>	<b>15.013</b>
Investment in service developments	1.360
<b>Overall funding gap</b>	<b>16.373</b>

The funding gap for 2020/21 is significant and closing it is a major challenge for the council. The council is required by law to set a balanced budget each year. This means that the council must find ways to make sure that it matches its expenditure to its income, no matter how difficult this may be and no matter what impact on services this will have.

The council's plans for closing the funding gap are shown in the table below but decisions about Council Tax levels and the use of reserves can only be made at the Special Council Meeting (27

February 2020), therefore these are presents as concepts. However, it is clear that a combination of Council Tax increases and use of reserves will be necessary balance the budget.

Figure 6: Measures to Close the Funding Gap 2020/21

	£m
<b>Total Funding Gap</b>	<b>£16.373m</b>
Less Budget Savings from Change Programme	(£10.244m)
Less increase in Council Tax Base	(£0.315m)
<b>Adjusted Funding Gap before Council Tax and Reserves</b>	<b>£5.814m</b>
Less Council Tax Increase	To be decided
Less Use of Reserves	To be decided
<b>Remaining Funding Gap</b>	<b>£Nil</b>

More information about the council's General Fund revenue budget is included in the official reports submitted to the Special Council Meeting of 27 February 2020 which are available on the council's website [www.angus.gov.uk](http://www.angus.gov.uk).

## General fund revenue budget for 2021/22 – 2022/23

The council published its Medium Term Budget Strategy (MTBS) for 2020/21 to 2022/23 in September 2019. This was in Report 288/19, submitted to the council meeting on 5 September 2019 which can be found on the council's website.

The MTBS was the council's best estimate at that time of its expenditure, income and funding gaps for the financial years 2020/21, 2021/22 and 2022/23. These predictions about future budgets have now been updated, taking account of what is known about the 2020/21 revenue budget and current plans for balancing budgets in future years.

Figure 7

	2021/22 £m	2022/23 £m	2 Year Total £m
<b>Projected Funding Gap (September 2019)</b>	<b>11.2</b>	<b>9.5</b>	<b>20.7</b>
Adjustment for 2020/21 funding gap	TBD	0	TBD
Adjustment for 2021/22 funding gap	0.0	1.5	1.5
<b>Updated Funding Gap (February 2020)</b>	<b>TBD</b>	<b>11.0</b>	<b>TBD</b>
Less Future Change Programme savings	(8.4)	(8.3)	(16.7)
Less use of uncommitted general fund balance per proposed use of reserve strategy	(1.5)	(1.0)	(2.5)
<b>Estimated funding gap still to be addressed</b>	<b>TBD</b>	<b>1.7</b>	<b>TBD</b>

This table will be updated once the use of reserves has been determined as part of the Special Council meeting on 27th February 2020.

Although the figures above are not complete, this table shows still makes it clear that the council's finances on General Fund revenue services are expected to continue to be under severe strain in the years ahead and that further changes to the services the council provides will be needed.

## General fund capital budget for 2019/20 – 2023/24

Although some parts of the council's capital budget will not be decided until the council sets its budget and Council Tax on 27 February 2020, there is planning for significant investment in its schools, roads, vehicles, equipment and land for economic development in the current five year planning period.

This investment is necessary to provide services to the public while reducing running costs for future years. A large part of the investment, which is paid for directly from Scottish Government grants, is for the expansion in funded hours to early learning and childcare services. This is targets to support parents to give children across Angus to benefit from additional opportunities to socialise and develop a love of learning. Another significant investment is for flood protection schemes that will also protect homes and businesses at risk across Angus.

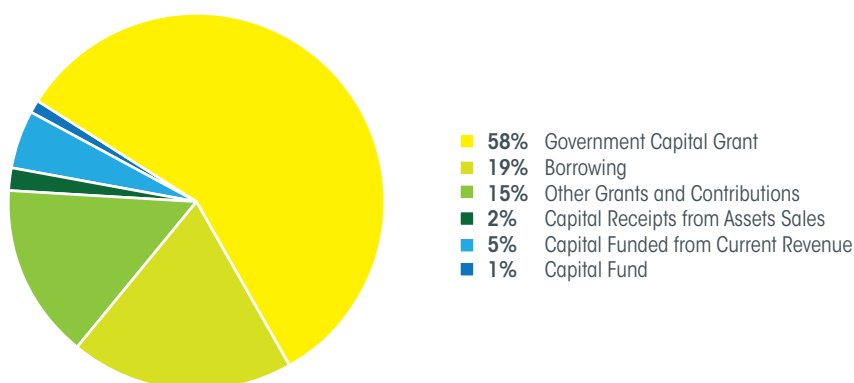
In total, the council plans to invest £140.2m on capital projects up to March 2024 on General Fund services. Figure 8 shows the main planned projects:

Figure 8

Area of Investment Budgeted Spending	Budgeted Grssoss Spending
Road maintenance across Angus	26.6
Angus School Estate	40.7
Property maintenance across Angus	5.9
Early Learning & Childcare Centres – Carnoustie & Forfar	7.7
IT Hardware Refresh Programme, incl Schools	1.8
Arbroath Active Travel Active Town	12.6
Tay Cities Deal projects	6.0
Arbroath Flood Strategy	10.0
Brechin Business Park Extension	3.0

The council's capital spending is funded from Scottish Government Grant, additional borrowing, capital receipts from selling surplus assets plus the opportunity to use revenue budget money to pay for capital projects. Figure 9 shows how the total spend of £140.2m is expected to be met in the current five year period of the capital budget.

Figure 9: Split of Capital Funding









## Part 3 - Housing

### How we manage housing money

The council must keep its spending on and income from council housing services separate from General Fund services. Therefore money raised from rents paid by tenants is kept separate from the money raised from Council Taxes.

Unlike the council's general revenue fund services which are under severe strain, careful management and investment of housing assets, together with modest rent rises year on year have resulted in a good financial position for the council's Housing service.

### Housing revenue budget plans for (2020/21)

Planned spending on day-to-day running costs is expected to be £30.9m in 2020/21 with most of that cost being met from rental income for houses, garages and other services.

Figure 10: Breakdown of Housing Costs

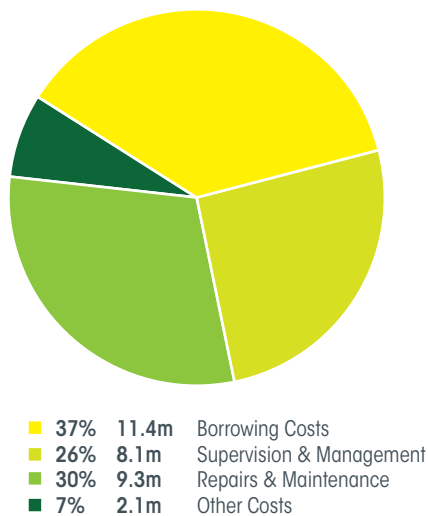
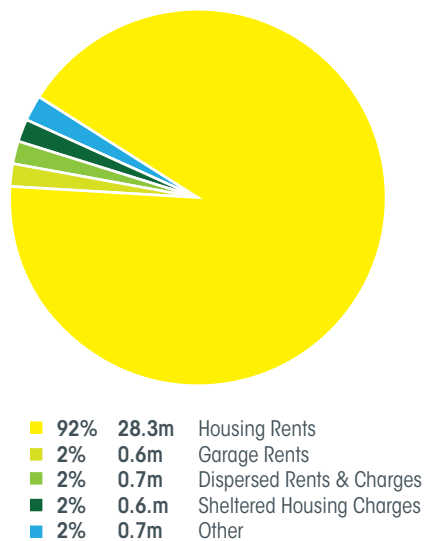


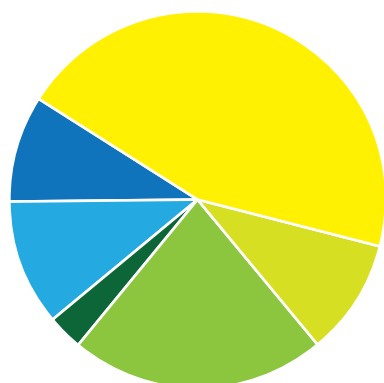
Figure 11: Breakdown of Housing Revenue Funding



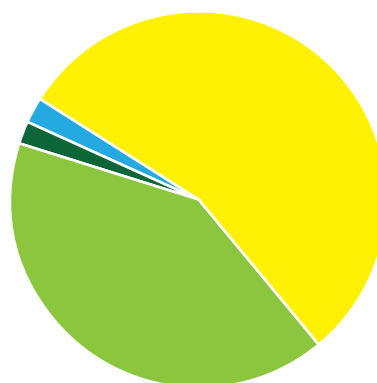
### Housing capital budget plans for (2020/21 – 2023/24)

The council is planning to invest £71.6m in council housing over the next four years. This investment will be paid for by borrowing, contributions from the housing revenue budget and by using housing reserve funds. The main areas of planned spend are shown in Figure 15.

Figure 12 and 13: **Breakdown of Housing Capital Spending**



■	45%	31.8m	New Build Homes
■	10%	7.5m	Heating Installation & Replacement
■	22%	15.7m	Energy Saving Measures
■	3%	2.4m	Kitchen Replacements
■	11%	8.1m	Bathroom Replacements
■	9%	6.1m	Other Projects



■	55%	39.5m	Main Stream Borrowing
■	41%	29.3m	Capital Financed by Revenue
■	2%	1.4m	Affordable Housing Reserve
■	2%	1.4m	Transfers from Reserves

## Part 4 – Our Change Programme

### Our plans for change

#### What has already been achieved?

Angus Council has been changing in response to the challenges it has faced for a number of years. The pace of such change has significantly increased in response to unprecedented financial challenges and the opportunities provided by new technology.

The cycles of 'planning for change' and 'delivery of change' are now embedded as key elements of our business model.

Over the past two years, Angus Council's Change Programme has delivered £19.5m in savings.

#### What's our approach?

The council has made significant improvements to its internal efficiency and this work continues. Finding new ways of working and delivering services is also critical and will feature strongly in our plans going forward.

Although our Change Programme will continue to review all areas of service, the latest edition of the programme focuses on four key areas that are essential to address future challenges and take advantage of the opportunities available:

- **Demand Management – more timely and targeted support**

The aim of demand management is to provide more timely and targeted support to our citizens while reducing activity that does not add value. This includes internal processes and ensuring the right service reaches the right resident when and where they need it, for the best cost. This makes the council efficient and effective by reducing duplication and wastage, while still improving the lives of citizen and communities.

- **Innovation/Commercialisation**

The commercialisation of public services is not a new concept, but in recent years the public sector has become more entrepreneurial and inventive in the ways in which it delivers and funds services.

Commercialisation involves the deployment of internal resources in different ways – a more flexible approach to the way finances, assets and people are used. It can range from getting the best value for the goods and services we buy, to generating additional income.

The Change Programme will include designing new ways of working that will involve a more commercial outlook.

- **Partnership/Collaboration**

Angus Council funds partners to deliver services on its behalf. These include Tayside Contracts, Angus Alive, Tayside Children's collaborative and with our Angus Community Planning Partners amongst others.

As partnership working increases, there is an increased focus on "Following the Public Pound". This makes sure that every pound spent, whether it be through direct service provision, a contract with a third party supplier, or a grant with a third sector/voluntary organisation contributes to meeting our council priorities and Community Plan outcomes.

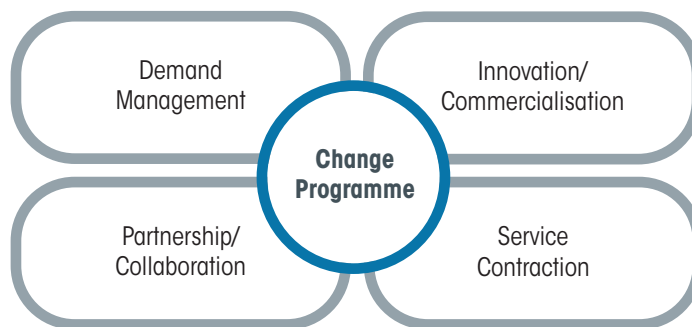
- **Service Contraction**

Over the past few years, significant effort has been made to stop, reduce or change the way we deliver our services. Good progress has been made and the council has continued to deliver all its statutory functions.

Further analysis will now be undertaken such as: are we delivering over and above our statutory function? Are there alternative approaches that deliver the same 'product' but in a more cost effective way? Are we delivering a service that is not a statutory requirement and could potentially be stopped?

The following diagram illustrates our approach:

Figure 14



## Investing our resources to improve outcomes

Although our Change Programme, by necessity, has an emphasis on achieving budget savings, it will also result in the investment of new or additional resources that will meet council priorities and improve the lives of citizens. These investments are shown against the various change programme projects included below.

## What's our current proposals for change over the next 3 years?

The Change Programme proposals support the council in setting a balanced budget for Financial Year 2020/21. Some of these proposals will span across our current 3-year planning period.

With change now being an integral part of our day-to-day work, the Change Programme is linked more closely to the priorities set out in the Council Plan.

Delivering change often requires financial investment to support the work required to make the change. Other projects are developed to enable other change projects to progress.

The following tables provides a summary of the entire change programme, including savings, investments and enabling projects.



Change initiatives	2020/21	2021/22	2022/23	Council Plan Priorities
1. we will spend council money locally where we can to help to grow our local economy				
2. we will create local, fairly paid, and lasting job opportunities for our citizens				
3. we will make Angus a low-carbon, sustainable area				
4. we will support business and economic growth by improving the physical and digital infrastructure				
<b>Digital Infrastructure</b>				
Digital Infrastructure in Angus				4
<b>Tay City Deal</b>				
Rural Broadband Programme				4
The Mercury Programme				1,2,3,4
Advanced Manufacturing Programme				1,2,3,4
Industrial Fund				1,2,3,4
Tay Cities Engineering Partnership				1.2.3,4
Cultural and Tourism Programmes				1.2.3,4
Skills and Employability Programme				1.2.4
<b>Business and Economic Growth</b>				
Road Infrastructure				4
Rail Infrastructure				4
Low Carbon Transport Network				
Electric Vehicle Charging Regime		5,000		3
<b>Land and Property Estate</b>				
Montrose Master Planning				3,4
Montrose Business Park (Zero 4)				3,4
Offshore Wind Sector				3,4

Change initiatives	2020/21	2021/22	2022/23	Council Plan Priorities
5. we will work in partnership to support and care for our most vulnerable citizens 6. we will work collaboratively for and with our citizens to keep them safe in resilient communities 7. we will reduce social isolation and loneliness 8. we will offer our citizens a range of opportunities to help them achieve their potential and to reduce poverty 9. we will enhance our senior phase offering leading to varied pathways which support and challenge all our young people 10. we will increase the attainment and achievement of our young people, including looked after children				
<b>Supporting Families</b>				
Glenclova Project				4,8
Holiday Food and Fun				8
<b>Early Learning and Childcare</b>				
Early Years - Capital Expansion				9,10
Early Years - Workforce Expansion and Development				9,10
Early Years - Childminder Market Development				9,10
<b>Angus Schools for the Future (ASfF)</b>				
Brechin Rural Schools	150,000			9,10
Monifieth Options Appraisal				9,10
Re-imagining Montrose				9,10
Arbroath Schools Programme				9,10
Combined Schools and College Campus				9,10
<b>Supporting Young People</b>				
Development of 10 year Senior Phase Curriculum				9,10
Strategic Commissioning				
AHSCP - Improvement and Change Programme	4,033,426	3,902,000	3,440,000	5,6,7,8
AHSCP - Agile	210,574			
ANGUSalve	458,000	250,000	210,000	5,6,15
Tayside Contracts - Contractual Arrangements	250,000	600,000	800,000	
Tayside Contracts - Development of Tayside Meal Centre		107,000		15?
Third Sector and Enterprise Development	54,000			5,6

Change initiatives	2020/21	2021/22	2022/23	Council Plan Priorities
11. we will engage with citizens and communities to deliver the right services in the right place at the right time 12. we will increase the supply of affordable housing and improve the council's current housing stock so it is fit for the future 13. we will continue to reduce the council's carbon footprint with the aim of reducing our net carbon emissions to zero by 2045 14. we will coordinate our place based activity and investment through the development of the Angus Local Development Plan				
<b>Angus Housing</b>				
Review Establishment of Arms Length Housing Organisation				12,14
<b>Supporting and Empowering Communities</b>				
Develop Community Capacity				6,11,14,15
<b>Carbon Reduction and Climate Change</b>				
Solar Farm at Restenneth (ground lease element)	10,000			13
New Energy Initiatives	45,000			6,13
Decarbonising our Environment (LED Lighting)	50,000	45,000		13
Increase Re-cycling	10,000			13
Flood Prevention Projects				13,14
<b>Town Centre Support/Regeneration</b>				
Town Centre Support				6,11,13,14,15

Change initiatives	2020/21	2021/22	2022/23	Council Plan Priorities
15. we will listen to the needs of our customers and by working for and with them deliver better public value				
16. we will support and challenge our workforce for the future based on our values to help us to achieve our vision and deliver our priorities				
17. we will develop a commercial approach where appropriate, to make the most of our limited resources				
18. we will identify any further opportunities for efficiencies in revenue budget				
19. we will identify efficiencies in capital spend through end to end review of programme and projects				
20. we will continue the rationalisation of our property				
Collaboration and Partnership				
Procurement and Commissioning: Tayside Collaborative	300,000	450,000	600,000	17,18
Children's Services: Tayside Collaborative				18
One Public Estate	20,000			5,8,9,10,18
Regional Delivery for Range of Learning Opportunites			20,000	16,18
Business Support - Phase 2				
Clerical & Admin	175,000	25,000	25,000	16,18
HR/Staffing, inc. Resourcelink/Provision of Employee Services				16,18
One Contact Centre				16,18
Revenues and Benefits				16,18
One System Approach				16,18
Performance Led Council				
Performance Led Council				15,16,18
Applications Expenditure Review	30,000			16,18
Information Governance (Implementation)				16,18
Workforce Change				
Managers	64,214			16,18
Teachers	614,000	300,000	198,000	16,18
Terms and Conditions Review	21,000	63,000	21,000	16,18
Travel Policy for Staff, including use of Electric Vehicles	25,000	25,000	25,000	3,13,16,18
Implementation of Apprenticeship Scheme across council				9,10,16
Reduce Centrall Learning & Development Budget		20,000	20,000	16,18
Commercialisation				
Review of Print & Copy Services	9,000			17
Increase Income Streams	25,000	100,000	100,000	17
Charging for Non Core Services	10,000			17
Income Generation from Property	25,000		135,000	17
Increase in Fees - Phase 2	60,000	39,000	39,000	17
Service Reviews				
Governance Review	41,000			16,18
Review of Arbroath Harbour Delivery Model			60,000	18
Review of Kerbside Recycling Service		40,000	160,000	13,18
Review of Commercial Waste Service	0	0	0	13,18
Develop a New Playpark Strategy	0	0	0	6,7,18



<b>Service Reviews continued...</b>				
Roads - Review of Professional Services	80,000			16,18
Review of Roads Maintenance				18
Review of Strategic Policy & Economy Service	116,000			16,18
Review of Licensing Service (link to Safe Events)				6,15,18
Review of Legal Service	0	0		16,18
IT Service Review	0	0	0	16,18
<b>Making Best Use of Our Assets</b>				
Agile/Estate - Review 1	426,000	329,000	10,000	16,18,19,20
St. Margaret's House, Forfar - Lease Rental	55,000	55,000	8,000	18,20
Service to Communities - Budget Rationalisation (Assets)	20,000	10,000		18,20
Facilities Management - Recharging Approach	20,000			18,20
Agile/Estates Review 2			20,000	18,20
Fee Charging to Common Good Fund for Asset Management Services		5,000		18
Assets - Explore other Options for Professional Services	9,000			18
<b>Angus Transportation</b>				
Affordability of Road/Transportation Systems (Risk Based approach)			80,000	18,19
<b>Digital by Design</b>				
Real Time Information (RTI) - Bus Service	27,000			18
Office 365 and Intranet Development				18
CASH 2 - Further Phase of on-line Payment Facilities	50,000	50,000		18
Customer Services Strategy				15
Digital Business (inc PRPA etc)				15,18
<b>Business Efficiency</b>				
Purchase to Pay	25,000	125,000		18
Loans Fund Repayment Review	2,000,000			18
Social Work Client Index Upgrade Project (Eclipse)				18
Fleet Review - Developing a Case for Change		25,000	50,000	13,18
Review of DRU	0	0	0	18
Review Subscriptions/Memberships of Organisations	10,000	25,000		18
Contact Us - Complaints				15,18
Contact Us - FOI and further phase				15,18
Capital Programme Efficiency	120,000	200,000	200,000	18,19
Business Efficiency Processes (LEAN)	20,000	10,000	10,000	15,18
<b>ODZBB - Organisational Design</b>				
Further Service Reviews	76,000	340,000	500,000	16,18
Increase Corporate Staff Slippage Budget Provision	300,000			18
Line by Line Review - Phase 2	200,000	10,000		18
<b>Next Phase of Transformation</b>				
Next Phase of Transformation		1,250,000	1,550,000	18,19
<b>Total General Revenue Fund Savings</b>	<b>10,244,214</b>	<b>8,405,000</b>	<b>8,281,000</b>	
		<b>26,930,214</b>		







# Priority 1: Economy

## Digital Infrastructure

### Digital Infrastructure in Angus

Digital infrastructure in Angus is being improved as part of the Digital Scotland Superfast Broadband (DSSB) and Local Full Fibre Network (LFFN) programmes. If the conditional offer of funding from the Department of Culture, Media & Sport (DCMS) is approved, the total funding available in Angus to support this project is likely to be in the region of £1.375m (£0.875m from DCMS and £0.500m from Tay City Deal funding). The council is also involved in a consortium which is submitting a £4.6m bid to the Department of Culture, Media & Sport (DCMS) competition for "5G Testbeds & Trials". Investment in digital infrastructure to the council's school estate is ongoing to support the aims of the Children & Learning Digital Strategy.

Year	Saving (£m)	Invest (£m)
2020/21	Enabling Project	0.875
2021/22		Nil
2022/23		Nil
Future Years		Nil
<b>Total</b>		0.875

## Tay City Deal

### Tay Cities Deal

The Angus Council Tay Cities team is working on developing business cases for Angus-based projects. We are going to use the £26.5m allocated in the Angus Fund as the initial investment in an ambitious £1bn programme we are calling the Mercury Programme. This programme is a partnership between the public, private and community sectors which aims to attract a wide range of low carbon, sustainable businesses to Angus. We will focus on three components:

- clean growth;
- low carbon; and
- Agri tech innovation.

Tay Cities Deal has also identified funding to support the Local Full Fibre Network (LFFN) programme. The aim of the project is to enable the delivery of Superfast Broadband (30Mbps) as a minimum to all premises within Angus. There are also a number of additional projects being taken forward where there is a specific interest for Angus and these are:

- Advanced Manufacturing Programme;
- Industrial Fund;
- Tay Cities Engineering Partnership;
- Cultural and Tourism Programme; and
- Skills and Employability Programme.

## Business and Economic Growth

### Road Infrastructure

This project will provide a new road infrastructure linking Montrose to the A90, avoiding Marykirk, Laurencekirk and bridge restrictions. This will also assist in reducing the HGV traffic in Brechin and Montrose.

A result will be Improved connectivity for Montrose Port; GSK; Airfield site; BHGE; Strathcathro

Substantial investment of around £16m is required for this project which could potentially be met from council investment and Tay Cities Deal monies. Partial funding provision is included in the council's capital budget for this work.

Year	Saving (£m)	Invest (£m)
2020/21	Enabling Project	1.055
2021/22		Nil
2022/23		Nil
Future Years		3.300
<b>Total</b>		4.355

### Rail Infrastructure

This project investigates the potential for a new rail infrastructure linking the Montrose siding to the national network, establishing a new rail head link,

This would reduce HGV traffic and provide improved connectivity for the Montrose Port.

Substantial investment is required so this will be quantified, alongside the Road Infrastructure Project (above).

Timetable for project is dependent on Montrose Port/Network Rail and other investment streams.

Year	Saving (£m)	Invest (£m)
2020/21	Enabling Project	Investment Required
2021/22		
2022/23		
Future Years		
<b>Total</b>		

## Low Carbon Transport Network

### Electric Vehicle Charging Regime

It is planned to introduce a charging regime for publicly available Electric Vehicle Charging points (EVCs) to cover the costs of the electricity and the charge point maintenance. Currently EVCs are free to use as part of Transport Scotland's initiative to encourage use of electric vehicles (EVs) by removing the limitations of range/recharging opportunities, but continued free use to fuel vehicles is unsustainable

TACTRAN has been involved in developing a regional strategy for charging with Dundee City Council introducing charges from November 2019.

It is anticipated that the council will cease to provide EVC charges as the private sector becomes involved in this potentially competitive market.

Year	Saving (£m)	Invest (£m)
2020/21	Nil	0.138
2021/22	0.005	Nil
2022/23	Nil	Nil
Future Years	Nil	Nil
<b>Total</b>	Nil	0.138



## Land and Property Estate

### Montrose Master Planning

As outlined in the Council Plan, master planning of the Montrose area will make this growth area better prepared for future investment, identifying employer needs, potential planning zones, and opportunities as a place of learning.

Some Tay City Deal revenue monies has already been set aside to undertake a study covering the potential planning zones element.

Enabling
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### Montrose Business Park (Zero 4)

Public sector investment is required to open up the new Zero4 Business Park in Montrose, in partnership with private sector investors. This is anticipated to be a mix of Council, Tay City Deals and Scottish Government funding, but still requires to be fully determined.

We will aim to create a low carbon, clean growth park, which will use green technologies and eco-friendly methods of construction.

Enabling
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### Offshore Wind Sector

We will continue to develop infrastructure for this key sector such as providing new land and properties. We will invest £10,000 again this year to work with partners in the Forth and Tay Cluster to attract further investment, support the supply chain and capitalise on the opportunities.

Seagreen has announced 50 new jobs onshore and 50 offshore as its project develops off the coast of Angus, bringing skilled jobs and expertise to the area.

Year	Saving (£m)	Invest (£m)
2020/21	Nil	0.001
2021/22	Nil	Nil
2022/23	Nil	Nil
Future Years	Nil	Nil
Total	Nil	0.001

## Priority 2: People

### Supporting Families

#### Glenclova Project

This project has improved the lives of vulnerable women, their children and the communities they live in. It also reduces the demand on the council and other public sector bodies, by reducing failed appointments and repeat presentations through improving stability, health and wellbeing for these women and their families. This will be done by targeted multi-agency support in pre-birth and the very early year's period.

In line with the council priorities, this investment of £0.650 over 2019/20 to 2021/22 allows the development of an enhanced support and co-ordination service for our most vulnerable young people aged 16 to 24 whose life experience has meant that they are struggling. By providing this additional intensive support, we will try to reduce risk of mental health crises, substance misuse, relationship and accommodation difficulties which severely impact on them and their communities.

Year	Saving (£m)	Invest (£m)
2020/21	Nil	0.650
2021/22	Nil	TBC
2022/23	Nil	TBC
Future Years	Nil	TBC
Total	Nil	0.650

#### Holiday Food and Fun

Some children in Angus are going without food during the school holidays. The council developed pilots in areas of deprivation to provide meals and activities during the school holiday period for families who are eligible for free meals during term time. This was a key aspect of our Community Planning Partnership Plan to address child poverty. The pilot was evaluated and it was shown to have a positive impact not only on the children but also their families. This pilot will now be extended.

£0.080m funding (57-19 2019/20) from Angus Council and £0.004m external funding from Cash for Kids was allocated to extend the pilot for Summer/October 2019 and April 2020 only. Further investment of £180,000 is proposed for 2020/21.

Year	Saving (£m)	Invest (£m)
2020/21	Enabling Project	0.180
2021/22		TBC
2022/23		TBC
Future Years		TBC
Total		0.180

### Early Learning and Childcare

#### Early Years – Capital Expansion

The Scottish Government policy has increased the amount of funded hours of Early Learning and Childcare (ELC) available and Angus Council has worked hard to prepare for the introduction of this policy in Angus. Capital investment is delivering new ELC centres in Carnoustie and Forfar which will open in August 2020 and is also significantly enhancing provision in other areas. This investment funding has been provided by the Scottish Government.

This project includes training and recruiting additional staff to ensure high quality of provision in both council and private provider settings. This project also includes childminders, as they will play an important role in achieving the objectives of the programme.

Year	Saving (£m)	Invest (£m)
2020/21	Enabling Project	External Funding
2021/22		
2022/23		
Future Years		
Total		

## Angus Schools for the Future

### Angus Schools for the Future

Our ambitious 'Angus Schools for the Future' programme sets out our 30 year strategy for our learning estate. This programme is underway (latest update in Report 285/19 refers) 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 £150k savings in 2020/21 are generated from the closure of primary schools at Lethnot and Tarfside, which was agreed by the council in September 2018 (Reports 282/18 and 283/18 refer).

Year	Saving (£m)	Invest (£m)
2020/21	0.150	0.080
2021/22	Nil	0.400
2022/23	Nil	2.600
Future Years	Nil	0.000
Total	0.150	3.080

## Supporting Young People

### Development of 10 year Senior Phase Curriculum

Work is underway with schools, Community Learning & Development (CLD), college and other partners to define our future learning needs. The programme is called #everythingislearning

IT includes new ways of working to potentially increase digital learning.

Year	Saving (£m)	Invest (£m)
2020/21	Enabling Project	TBC
2021/22		TBC
2022/23		TBC
Future Years		TBC
Total		TBC

## Strategic Commissioning

### AHSCP – Improvement and Change Programme

The Angus Health & Social Care Partnership (AHSCP) Improvement and Change Programme aims to improve and sustain a range of adult health and social care services, in line with its agreed Strategic Commissioning Plan 2019 - 2022.

Decisions on the projects which make up the AHSCP Improvement and Change Programme is a matter for the Integration Joint Board to consider and agree.

Angus Council's budget for 2020/21 is based on AHSCP working within the current level of budget resources. Additional funding has been made available to adult social care services from a specific Scottish Government grant to support increased demand on specific services.

Year	Saving (£m)	Invest (£m)
2020/21	4.244	0.387
2021/22	3.902	0.498
2022/23	3.440	0.098
Future Years	Nil	1.091
Total	11.586	2.074

### ANGUSalve

The savings to be delivered in 2020/21 are based on finalizing the current staffing within ANGUSalve. Over the previous two financial years, overall savings of £600k have been achieved.

Over recent years, the council has made significant investment in Carnoustie and Montrose Libraries, with minor enabling works also completed at Brechin, Forfar, Kirriemuir and Monifieth Libraries to support face-to-face ACCESS services. There is also future planned investment at Brechin, Forfar and Monifieth Libraries.

Year	Saving (£m)	Invest (£m)
2020/21	0.458	0.258
2021/22	0.250	1.769
2022/23	0.210	0.443
Future Years	Nil	0.00
Total	0.918	2.470

### Tayside Contracts – Contractual Arrangements

This initiative is a strategic review of the council and Tayside Contracts partnership arrangements. The relationship between council services and its partners has changed significantly over recent years, so it is timely to review this partnership and ensure it is right for the next 5-10 years.

Year	Saving (£m)	Invest (£m)
2020/21	0.250	Nil
2021/22	0.600	Nil
2022/23	0.800	Nil
Future Years	Nil	Nil
Total	1.650	Nil

### Tayside Contracts – Development of Tayside Meals Centre

The project will provide school meals from a dedicated Tayside kitchen based in Dundee. This centre will provide freshly frozen nursery and primary school meals and elements of the secondary schools menu. This will help to ensure the use of fresh and local produce and will also help with allergen control as more and more children require strict dietary requirements.

The Scottish Government's introduction of 1,140 hours of early learning and childcare by August 2020 has strengthened the business case for this project as the council will provide a funded meal for nursery pupils.

Year	Saving (£m)	Invest (£m)
2020/21	Nil	0.100
2021/22	0.107	Nil
2022/23	Nil	Nil
Future Years	Nil	Nil
Total	0.107	0.100

### Third Sector and Enterprise Development

This project is linked to the Angus Social Enterprise Strategy to look at alternative ways to deliver some council services, including through development of new social enterprises.

A number of transforming services events have been held with third sector representatives and the project is looking at new approaches to grant funding which ties into improved performance.

Year	Saving (£m)	Invest (£m)
2020/21	0.054	Nil
2021/22	Nil	Nil
2022/23	Nil	Nil
Future Years	Nil	Nil
Total	0.054	Nil

## Priority 3: Place

### Angus Housing

#### Review Establishment of Arm's Length Housing Organisation (ALEO)

This project is still at scoping stage.

It will undertake a fundamental review of alternative models to deliver a Housing Service in Angus.

There may be the potential to improve service performance for the benefit of the public and to allow the Council to realise financial benefits.

Enabling
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### Supporting and Empowering Communities

#### Developing Community Capacity

As the council steps back from service provision in certain areas, it will look increasingly to communities to decide and prioritise what they can provide with council support. This is already happening in some areas, but needs to be extended further.

The Community Empowerment Act placed a statutory responsibility on the council to engage and consult more with communities and to strengthen relationships.

Community Asset Transfer and Participatory Budgeting are two important strands of this developing work.

Year	Saving (£m)	Invest (£m)
2020/21	Enabling Project	0.260
2021/22		Nil
2022/23		Nil
Future Years		Nil
Total		0.260

### Carbon Reduction and Climate Change

#### Solar Farm at Restenneth (Ground Lease)

The development of a solar farm Restenneth is being explored. This project involves a private company to develop the farm, pay land rental and sell back electricity to council at advantageous rate.

Year	Saving (£m)	Invest (£m)
2020/21	0.010	Nil
2021/22	Nil	Nil
2022/23	Nil	Nil
Future Years	Nil	Nil
Total	0.010	Nil

### New Energy Initiatives

This project will consider new energy initiatives, using the latest technology and market developments that could generate new income streams and/ or reduce the cost of energy used by the council as well as increasing carbon efficiency.

Year	Saving (£m)	Invest (£m)
2020/21	0.045	Nil
2021/22	Nil	Nil
2022/23	Nil	Nil
Future Years	Nil	Nil
Total	0.045	Nil

### Decarbonising our Environment

LED has a longer life span and is significantly more energy efficiency than traditional lighting, as well as providing additional features such as adaptive/smart street lighting to reduce electricity costs of street lighting.

This project will also consider other aspects where adopting a healthy lifestyle will also have the dual benefit of tackling climate change.

Year	Saving (£m)	Invest (£m)
2020/21	0.050	0.115
2021/22	0.045	Nil
2022/23	Nil	Nil
Future Years	Nil	Nil
Total	0.095	0.115

### Increase Recycling

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

Year	Saving (£m)	Invest (£m)
2020/21	0.010	0.115
2021/22	Nil	Nil
2022/23	Nil	Nil
Future Years	Nil	Nil
Total	0.010	0.115

### Flood Prevention Projects

A series of flood prevention projects have been identified reduce the number of domestic and commercial properties at risk of flooding.

In November 2019 the council approved the identification of potential capital flood protection schemes and works to be submitted for national appraisal and prioritisation for the 2022-28 SEPA Flood Risk Management Strategies and 2022-28 Local Flood Risk Management Plans.

The timetable is subject to Scottish Government funding and the figures shown in the table give the current investment provision for the council.

Year	Saving (£m)	Invest (£m)
2020/21	Enabling Project	0.050
2021/22		Nil
2022/23		Nil
Future Years		3.647
Total		3.697

## Town Centre Support/Regeneration

### Town Centre Support

The Scottish Government commitment to provide additional funding of £1.080m for the Town Centre Fund.

Investment proposals will progress in line with Report 25/20 which includes delegated authority to ensure that the funding allocated to Angus Council is used in full. It is likely that the majority of the investment spend will take place in the first six months of 2020/21.

Year	Saving (£m)	Invest (£m)
2020/21	Enabling Project	1.080
2021/22		Nil
2022/23		Nil
Future Years		Nil
<b>Total</b>		1.080



## Priority 4: Our Council

### Collaboration and Partnership

#### Procurement and Commissioning: Tayside Collaborative

Working with our partners across Tayside, this project will identify collaborative procurement opportunities to make substantial savings from 2020/21. Work is underway in conjunction with Scotland Excel.

Scrutinising procurement processes and contracts both in terms of their scale and scope will increase the council's efficiency and effectiveness. The council ensures best use of the public pound through better management of contracts and working with other councils to get the best deal for Angus.

Year	Saving (£m)	Invest (£m)
2020/21	0.300	Nil
2021/22	0.450	Nil
2022/23	06.00	Nil
Future Years	Nil	Nil
Total	1.350	Nil

#### Children's Services: Tayside Collaborative

This project is extending collaborative approaches involving Schools and Learning and Children's Services, working in close partnership with Children's Health, NHS Tayside, the third sector and private enterprise.

Angus, Dundee and Perth & Kinross Councils are full partners and work closely on this initiative.

Year	Saving (£m)	Invest (£m)
2020/21	Enabling Project	Nil
2021/22		Nil
2022/23		Nil
Future Years		Nil
Total		Nil

#### One Public Estate

This projects makes savings from sharing building with other public sector organisations across Angus and Tayside to identify potential opportunities and helps us all to make the best use of our collective assets.

Scottish Futures Trust has been able to provide some support for pathfinder pilots focusing efficiencies made by ensuring the best model of service provision and economic impact of savings on each town.

Year	Saving (£m)	Invest (£m)
2020/21	0.020	Nil
2021/22	Nil	Nil
2022/23	Nil	Nil
Future Years	Nil	Nil
Total	0.020	Nil

#### Regional Delivery for Range of Learning Opportunities

Review of the current Organisational Development service to explore potential for regional collaboration and service delivery with other local authorities and new partnerships,

It is in the investigation stage and an options appraisal will be undertaken to look at where efficiencies, savings and improved outcomes can be driven from forming better partnerships or new ways of working.

Year	Saving (£m)	Invest (£m)
2020/21	Nil	Nil
2021/22	Nil	Nil
2022/23	0.020	Nil
Future Years	Nil	Nil
Total	0.020	Nil

## Business Support Programme - Phase 2

### Various Projects Streams

This is a major programme that reviews and redesigns back office, clerical, administration, digital process redesign and customer contact/ business efficiency throughout the council. There are a number of strands to the programme, some of which have already been commenced and generated a first phase of savings during financial years 2018/19 and 2019/20 of £0.890.

Phase 2 continues to support our progress towards being a digital council. We will also be improving our processes and reviewing our business support resources.

Work to roll out the technical improvements is being progressed in relation to process automation, enhanced web-chat facilities and digitisation of key processes.

Year	Saving (£m)	Invest (£m)
2020/21	0.175	Nil
2021/22	0.025	Nil
2022/23	0.025	Nil
Future Years	Nil	Nil
Total	0.225	Nil

## Performance Led Council

### Performance Led Programme

The overall aim of this programme is to assist the development of Angus Council to become a 'Performance-Led council'. There are a number of building blocks that need to be achieved and key programme objectives are to:

- Develop a 'Performance-led culture' in services, including increased use of data, linked to outcomes
- Support all services to undertake an ongoing programme of self-evaluation through How Good Is Our Council (HGIOC)
- Make best use of our Pentana performance management system.

Year	Saving (£m)	Invest (£m)
2020/21	Enabling Project	Nil
2021/22		Nil
2022/23		Nil
Future Years		Nil
Total		Nil

### Applications Expenditure Review

Historically, procurement, renewal and replacement of software systems has been done by individual council service teams. This has meant that the council has not made the most of shared resources, procurement opportunities and has created an increased demand for IT support.

This project seeks greater value from IT business applications, ensuring that processes are delivered once and in a consistent way across the council.

Year	Saving (£m)	Invest (£m)
2020/21	0.030	Nil
2021/22	Nil	Nil
2022/23	Nil	Nil
Future Years	Nil	Nil
Total	0.030	Nil

### Information Governance (Implementation)

This project will create a support team to help services to manage the council's Records Management and Information Governance policies, ensuring that the council's statutory obligations in respect of the Public Records (Scotland) Act 2011, Data Protection, GDPR, FOI etc. are met. This will support agile working, improve our practice as a business and create greater efficiencies.

Year	Saving (£m)	Invest (£m)
2020/21	Enabling Project	0.045
2021/22		Nil
2022/23		Nil
Future Years		Nil
Total		0.0451

## Workforce Change

### Managers

A review of management was implemented on 1 April 2018 and savings made across financial years 2018/19, 2019/20 of £1.4m leaving a small planned element of £64k still to be met during 2020/21.

This review followed the council re-structure in 2017 and was in line with the council's aim of becoming a smaller and more sustainable organisation and was conducted in a fair and open way providing clarity to the role for managers.

Year	Saving (£m)	Invest (£m)
2020/21	0.064	Nil
2021/22	Nil	Nil
2022/23	Nil	Nil
Future Years	Nil	Nil
Total	Nil	Nil

### Teachers

This project delivers greater efficiencies for the school staff budget.

The project commenced with savings achieved in 2018/19 of £760k and 2019/20 of £447k and will run until 2024 – the total projected savings being £2.399m, of which £1.237k has been delivered with balance of £1.162( per table) to be met in coming years.

The savings have been met by a planned approach to changes in teacher workforce over a number of years. This will be closely monitored in line with national planning and the impact of any national conditions in relation to the funding of schools.

Full details can be viewed in Report 56/19 – Schedule 4b, reported as part of the Change Programme Update on 21 February 2019.

Year	Saving (£m)	Invest (£m)
2020/21	0.614	Nil
2021/22	0.300	Nil
2022/23	0.198	Nil
Future Years	0.050	Nil
Total	1.162	Nil

### Terms and Conditions Review

The council's employee's terms and conditions are being reviewed. This will include rates and allowances paid and the introduction of new and enhanced policies to support work life balance, and health and wellbeing.

The review is being progressed in consultation with trade unions and it is anticipated that any changes would commence from 1 July 2020, with proposed changes to excess mileage being implemented from 1 April 2021.

Year	Saving (£m)	Invest (£m)
2020/21	0.021	Nil
2021/22	0.063	Nil
2022/23	0.021	Nil
Future Years	Nil	Nil
Total	Nil	Nil

**Travel Policy for Staff**

This project ensures that staff adopt new ways of agile working and maximize the council's ambition in progressing 'greener' travel arrangements.

Work is progressing on the various elements such as the use of pool electric vehicles and a review of staff travel policies and align to the other electric vehicle projects currently being undertaken by the council.

Year	Saving (£m)	Invest (£m)
2020/21	0.025	Nil
2021/22	0.025	Nil
2022/23	0.025	Nil
Future Years	Nil	Nil
<b>Total</b>	<b>0.075</b>	<b>Nil</b>

**Implementation of Apprenticeship Scheme across Council**

Angus Council's Youth Employment Framework (2015 -2020) aligns with the Scottish Government's Framework committing to help unemployed 16-29 year olds into work.

Continuous effort will be made to reduce the problem of youth unemployment across Angus building on measures which provide education and training to prepare young people for employment. It also highlights that the council needs to attract, develop and retain young workers, including people who might not have considered a career in local government.

Year	Saving (£m)	Invest (£m)
2020/21	Enabling Project	0.033
2021/22		0.326
2022/23		0.193
Future Years		Nil
<b>Total</b>		<b>0.552</b>

**Reduce Central Learning and Development Budget**

Recent centralisation of the learning and development budget across the council has allowed for better management, monitoring and evaluation of spend on learning and development, conferences and seminars.

Improved processes will result in greater clarity of links between learning undertaken and learning/development needs identified through the appraisal process to support the delivery of the council plan whilst giving a consistent approach across the whole council that will be fair and equitable for all employees.

Year	Saving (£m)	Invest (£m)
2020/21	Nil	Nil
2021/22	0.020	Nil
2022/23	0.020	Nil
Future Years	Nil	Nil
<b>Total</b>	<b>0.040</b>	<b>Nil</b>

**Commercialisation****Review of Print and Copy Services**

The Print and Copy services review is a final phase of a three year project to review all aspects of the council's print requirements.

The objectives are to deliver a fully automated web to print service, enable mobile print solutions and rationalise equipment, all leading to reduced print and copy costs for the council.

During 2019/20, savings of £20k have been achieved with the final element being a saving of £9k, on target to be met in 2020/21.

Year	Saving (£m)	Invest (£m)
2020/21	0.009	Nil
2021/22	Nil	Nil
2022/23	Nil	Nil
Future Years	Nil	Nil
<b>Total</b>	<b>0.009</b>	<b>Nil</b>

### Increase Income Streams

Our approach to Commercialisation is in early development stage. It has been recognised that in this difficult financial climate, we need to find new ways to increase income and growing our income streams. This is important to increase council funding.

This project will be progressed as the council develops its commercialisation strategy.

Year	Saving (£m)	Invest (£m)
2020/21	0.025	Nil
2021/22	0.100	Nil
2022/23	0.100	Nil
Future Years	Nil	Nil
Total	0.225	Nil

### Charging for Non-core Services

This project will review existing charging arrangements and investigate introducing charges for services which are non-core to the council's service delivery.

Work has commenced in Legal Service to review all statutory services to give a base line for this work.

The £10k target for 2020/21 is conservative and will be re-assessed on completion of this work and as part of the implementation of our new commercialisation strategy.

Year	Saving (£m)	Invest (£m)
2020/21	0.010	Nil
2021/22	Nil	Nil
2022/23	Nil	Nil
Future Years	Nil	Nil
Total	0.010	Nil

### Income Generation from Property

A business case is to be prepared to investigate extent of leased out assets across the council's estate.

It will scope out options to achieve maximum value and development opportunities to increase both income and capital receipts following disposal of any surplus properties.

It is critical that this work is undertaken in conjunction with other on-going projects such as the Agile Programme and One Public Estate (see above).

Year	Saving (£m)	Invest (£m)
2020/21	0.025	Nil
2021/22	Nil	Nil
2022/23	0.135	Nil
Future Years	Nil	Nil
Total	0.160	Nil

### Increase in Fees/Policy (phase 2)

This new project will look at existing fees and charges with options to increase or introduce new charges based on evidence from other councils. It will also investigate charges for support services provided to outside bodies.

The council needs additional income to reduce the impact of spending cuts.

Year	Saving (£m)	Invest (£m)
2020/21	0.060	Nil
2021/22	0.039	Nil
2022/23	0.039	Nil
Future Years	Nil	Nil
Total	0.138	Nil

## Service Reviews

### Governance Review

The governance, risk and scrutiny role has been reviewed as part of workforce planning arrangements.

The duties of the role are now being delivered by members of the Quality Improvement & Performance, Internal Audit and Risk, Resilience & Safety teams which will achieved an overall efficiency saving of £41k from 1 April 2020.

Year	Saving (£m)	Invest (£m)
2020/21	0.041	Nil
2021/22	Nil	Nil
2022/23	Nil	Nil
Future Years	Nil	Nil
<b>Total</b>	0.041	Nil

### Review of Arbroath Harbour Delivery Model

Arbroath Harbour is the responsibility of the council and incurs maintenance costs for the asset repairs, dredging of the channels, and running costs of staff, office etc. whilst generating an income from mooring and landing fees.

The harbour is a legal entity of the council and it would require an Act of Parliament to change this responsibility. However this proposal is to undertake a review of alternative models of managing and operating Arbroath Harbour, along with a full assessment of corresponding revenue and capital costs.

Year	Saving (£m)	Invest (£m)
2020/21	Nil	Nil
2021/22	Nil	Nil
2022/23	0.060	Nil
Future Years	Nil	Nil
<b>Total</b>	0.060	Nil

### Review of Kerbside Recycling Service

This will review our current kerbside service and align it with the new Deposit Return Scheme for Scotland. The opportunity will also be taken to review how we can maximise efficiencies and the quantity and quality of the material we collect for recycling.

The current kerbside recycling service to households in Angus was rolled out during 2014 and it is considered that there is merit in undertaking a further review to see if any further efficiencies and savings can be achieved.

A Deposit Return Scheme (DRS) is to be introduced in Scotland and the target start date is April 2021. This will involve a 20 pence refundable deposit applied to all glass and plastic drinks bottles (with exception of milk) and drinks cans. This will result in a large amount of recyclable waste diverted from household bins to retailers.

Year	Saving (£m)	Invest (£m)
2020/21	Nil	Nil
2021/22	0.040	Nil
2022/23	0.160	Nil
Future Years	Nil	Nil
<b>Total</b>	0.200	Nil

### Review of Commercial Waste Service

We will review our current approach to waste services to commercial premises in Angus. Angus Council currently offers waste and recycling bin collections to all commercial premises in Angus. We currently have approx. 1,300 commercial customers with income from the service in 2018/19 was £893,805.

As we operate in a very competitive market with relatively low margins, a significant saving is thought to be unlikely.

The council has a statutory duty (under Environmental Protection Act 1990) to arrange for the collection of commercial waste, if requested by a business, and to recover all related costs. There are several private waste management companies offering waste services to businesses in Angus.

Year	Saving (£m)	Invest (£m)
2020/21	0.000	Nil
2021/22	0.000	Nil
2022/23	0.000	Nil
Future Years	0.000	Nil
Total	0.000	Nil

### Develop a New Playpark Strategy

This proposal is to undertake a review of current play area provision in Angus and make recommendations that could realise savings in both maintenance and future replacement costs. It should be noted that it will take many years before savings from removal are fully realised.

We currently maintain 95 play areas with 614 individual items of equipment. 20 of these are identified for no further investment and eventual removal. There are substantial costs associated with removing a playpark and re-instating the land, the majority of our play areas have safety surfacing for which disposal costs are high.

Year	Saving (£m)	Invest (£m)
2020/21	0.000	0.329
2021/22	0.000	Nil
2022/23	0.000	Nil
Future Years	0.000	Nil
Total	0.000	0.329

### Review of Professional Services in Roads

This project will carry out a review of staffing levels and delivery models within the Roads Service with the aim of reducing service delivery costs, while introducing efficiencies and transformation in working practices.

Year	Saving (£m)	Invest (£m)
2020/21	0.080	Nil
2021/22	Nil	Nil
2022/23	Nil	Nil
Future Years	Nil	Nil
Total	0.080	Nil

### Review of Roads Maintenance

This enabling project will drive efficiency from Tayside Contracts operations for roads maintenance including the specific element for winter maintenance whilst also considering the continued investment required.

During 2019-20 £0.750 was allocated for Road Surface Dressing (Capital) works. This will run for three years.

Year	Saving (£m)	Invest (£m)
2020/21	Enabling Project	0.750
2021/22		TBC
2022/23		TBC
Future Years		TBC
Total		TBC



### Review of Strategic Policy and Economy Service

Review elements of current Strategic Policy and Economy Service, to explore potential for regional collaboration with other local authorities and any new partnerships.

This project is in final stage and has resulted in a joint economic strategy identifying where efficiencies, savings and improved outcomes can be driven from forming better partnerships or new ways of working..

Year	Saving (£m)	Invest (£m)
2020/21	0.116	Nil
2021/22	Nil	Nil
2022/23	Nil	Nil
Future Years	Nil	Nil
<b>Total</b>	0.116	Nil

### Review of Licencing Service

This review will investigate the processes involved in the administration covering the licencing services, to enhance the customer experience and investigate options for digitalisation.

It is vital that the links to the Safe Events application are also included as this would provide improved customer service and be more efficient.

Enabling
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### Review of Legal Service

A review of Legal Services is planned to include the structure, roles and responsibilities, ways of working and culture to ascertain whether the service remains effective and efficient, fit for purpose and represents economic use of resources. The main project objectives are:

- To review the Legal Service in order to ensure that it delivers the best service possible to meet current and future requirements;
- To ensure that the council has a flexible and innovative Legal Service which supports and enables the council to meet its key strategic objectives by providing timeous and high quality legal advice;
- To encourage the development of a flexible, multi-skilled, agile workforce with the best structure to support the delivery of that service; and
- To consider and identify opportunities, innovations and areas for improvement.

Year	Saving (£m)	Invest (£m)
2020/21	0.000	Nil
2021/22	0.000	Nil
2022/23	Nil	Nil
Future Years	Nil	Nil
<b>Total</b>	0.000	Nil

### IT Service Review

The objectives of the review are to better align the IT skills, structure, operations and processes to the Council Plan, Community Plan and Digital Strategy. This will ensure correct use of resources to allow us to deliver on our transformational, digital, resilience, efficiency and cloud ambitions.

The implementation of the Digital Strategy means a change in the focus of Digital Enablement and IT away from infrastructure provision to working closely with business areas to shape, redesign and transform service provision with the customer at the centre.

Year	Saving (£m)	Invest (£m)
2020/21	0.000	Nil
2021/22	0.000	Nil
2022/23	0.000	Nil
Future Years	0.000	Nil
<b>Total</b>	0.000	Nil

## Making Best Use of Our Assets

### Agile/Estate Review (Back Office and Locality Hubs)

This programme started in 2015 and significant day-to-day benefits are now being derived from an agile workforce in the back office element of the programme.

The Locality Hub programme is currently underway and the locality hub projects are now projected to complete by December 2020.

While savings and income amounting to £946k have been identified over the next three years, this programme has already delivered £1.162m of savings.

Year	Saving (£m)	Invest (£m)
2020/21	0.481	0.544
2021/22	0.447	-0.295
2022/23	0.018	Nil
Future Years	Nil	Nil
Total	0.946	Nil

### Services to Communities – Budget Rationalisation (Assets)

This saving relates to achieving efficiencies from the council's property budgets associated with the Libraries and Museums buildings which are operated by ANGUSalive.

The council continues to hold responsibility for running and maintaining these buildings, while ANGUSalive is provided with a license to occupy.

This project will explore the budget with a view to improving on current approaches to release the target saving of £20k in 2020/21 and £10k in 2021/22.

Year	Saving (£m)	Invest (£m)
2020/21	0.020	Nil
2021/22	0.010	Nil
2022/23	Nil	Nil
Future Years	Nil	Nil
Total	0.030	Nil

### Facilities Managing – Recharging Approach

This project reviews re-charging for 'soft' facilities management services, particularly for agile working and opportunities to share accommodation and achieve economies of scale across the public sector.

Year	Saving (£m)	Invest (£m)
2020/21	0.020	Nil
2021/22	Nil	Nil
2022/23	Nil	Nil
Future Years	Nil	Nil
Total	0.020	Nil

### Agile/Estates Review 2

This is a review of the original Agile 1 working parameters (e.g. work-styles/ desk ratios/floor area allowance) to identify additional space within buildings, and to review other operational buildings not included in the original in scope for Agile 1. It will also include an options appraisal to identify making the most effective use of the estate.

Until the scope of the project is understood, it is difficult to be specific, however experience of Agile 1 would suggest this may also require investment in order to release revenue savings.

Year	Saving (£m)	Invest (£m)
2020/21	Nil	Nil
2021/22	Nil	Nil
2022/23	0.020	Nil
Future Years	Nil	Nil
Total	0.020	Nil

### Fee Charging to Common Good Funds for Asset Management Services

This project will review the charging mechanism for common good properties. This includes maintenance works, surveys, servicing and estates functions.

Recovery of internal costs relating to the overall asset management of the common good estate is not fully recharged. The scope of services provided is extensive and includes annual inspections, management of service contracts, energy and estates work, including sales, leases and budget monitoring.

The project will introduce a system to record time spent on common good land/ property support services and a system to recharge appropriate level of fees from common good funds for the asset management services provided.

Year	Saving (£m)	Invest (£m)
2020/21	Nil	Nil
2021/22	0.005	Nil
2022/23	Nil	Nil
Future Years	Nil	Nil
Total	0.005	Nil

### Explore Other Options for Professional Services

We will review the approach to professional construction services involved in the procurement and delivery of construction projects. It will also include identifying the most effective model taking cognisance of all service needs and utilising the latest market technology.

Traditionally councils have provided these services in-house but we have experience of outsourcing where we procure large scale projects through the Capital Projects team. We will carry out an options appraisal of the future of in-house professional services considering alternatives such as shared services with other councils, transfer to Tayside Contracts, a mix of private sector and other local authorities or selling our services to the private sector.

Year	Saving (£m)	Invest (£m)
2020/21	0.009	Nil
2021/22	Nil	Nil
2022/23	Nil	Nil
Future Years	Nil	Nil
Total	0.009	Nil

## Angus Transportation

### Affordability of Road/Transportation System (Risk Based approach)

Reviewing the level of roads maintenance to focus on core routes managing a reduced maintenance level on minor/alternative routes.

With revenue budgets and service levels already reduced to basic levels in parts of the service, there may need to be considerations of how to further reduce demands on the Roads service. This could include reducing the amount of adopted road, deleting non-essential routes and providing single routes rather than multiple routes to destinations.

Currently council roads services, are provided to the entire roads network. In theory, reducing the network would therefore reduce cyclic and long term costs.

Year	Saving (£m)	Invest (£m)
2020/21	Nil	0.600
2021/22	Nil	Nil
2022/23	0.080	Nil
Future Years	Nil	Nil
Total	0.080	0.600

## Digital by Design

### Real Time Information – Bus Service

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

This is the second phase with £3k of savings already being achieved during 2019/20.

Year	Saving (£m)	Invest (£m)
2020/21	0.027	Nil
2021/22	Nil	Nil
2022/23	Nil	Nil
Future Years	Nil	Nil
Total	0.027	Nil

### Office 365 and Intranet Development

This project is to develop the council's intranet which will align with other technological improvements being progressed as part of the digital programme.

The future of the intranet needs to be considered due to the changes being implemented by the Agile programme and other elements of the Change Programme, and also because of impending changes in the way the Microsoft product set is licensed and implemented.

A fit for purpose intranet is a fundamental and enabling part of a business and the content and functionality provided becomes more important to communication, collaboration, productivity and supporting corporate cultural change as the organisation becomes increasingly virtual.

Year	Saving (£m)	Invest (£m)
2020/21	Enabling Project	Nil
2021/22		Nil
2022/23		Nil
Future Years		Nil
Total		Nil

### Cash 2 – further Phase of On-line Payment Facilities

The project will look at the council's arrangements for receiving payments from customers. This is a further phase for services not previously considered when payments at Access Offices were withdrawn. This will consider the move to becoming cashless and more digital in our approach and will include developing a council policy in this regard.

However, the council is mindful that it needs to ensure a consistent and efficient means of taking all payments from customers including those who may not have access to digital options.

Year	Saving (£m)	Invest (£m)
2020/21	0.050	Nil
2021/22	0.050	Nil
2022/23	Nil	Nil
Future Years	Nil	Nil
Total	0.100	Nil

### Customer Services Strategy

It is proposed that work is progressed to develop a holistic Customer Services Strategy ensuring a corporate wide approach is adopted to ensure consistency of customer services across the council where appropriate.

Becoming more digital in the way we work ensures that customers have the flexibility of accessing services 24/7, whenever it suits them and accessing services so good, people prefer to use them. The council's aim was to be Digital by 2020 and we are on target.

Year	Saving (£m)	Invest (£m)
2020/21	Enabling Project	Nil
2021/22		Nil
2022/23		Nil
Future Years		Nil
Total		Nil

### Digital Business

This year we plan to add a further 40+ "Report It" functions available online. We will continue to work with citizens to co-design digital services following the success of solutions such as enabling looked after children to share their views.

We will continue to make accessibility central to our digital services by implementing recommendations from the Shaw Trust and by using customer feedback. We have implemented Govroam to allow partner organisations easy access to Wi-Fi in all our locations and we have started to roll out Outlook 365 to improve resilience and productivity for all our staff.

Year	Saving (£m)	Invest (£m)
2020/21	Enabling Project	Nil
2021/22		Nil
2022/23		Nil
Future Years		Nil
Total		Nil

### Business Efficiency

#### Purchase to Pay

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 process.

Year	Saving (£m)	Invest (£m)
2020/21	0.025	Nil
2021/22	0.125	Nil
2022/23	Nil	Nil
Future Years	Nil	Nil
Total	0.150	Nil

#### Loan Fund Repayment Review

This project will examine the council's current approach to repayment of loans through its Loans Fund, taking advantage of flexibilities available through new legislation.

We have commissioned our treasury advisors to support us with the work, the result of which will require policy changes for consideration by elected members in due course.

Year	Saving (£m)	Invest (£m)
2020/21	2.000	Nil
2021/22	Nil	Nil
2022/23	Nil	Nil
Future Years	Nil	Nil
Total	Nil	Nil

#### Social Work Client Index Upgrade Project (Eclipse)

This project comprises the replacement of the council's Carefirst social work case management system with a new version called Eclipse.

The project includes the Children & Families social care service along with the Angus Health & Social Care Partnership covering adult social care services.

The project has required significant staff resource input and is intended to generate operational efficiencies once it is fully implemented later this year.

Year	Saving (£m)	Invest (£m)
2020/21	Enabling Project	Nil
2021/22		Nil
2022/23		Nil
Future Years		Nil
Total		Nil



### Fleet Review – Developing a Case for Change

This will include carrying out a review of all council and council partner organisations approach to fleet, including a full review of current methods of procurement, operations, maintenance and disposal. It will also include developing a full options appraisal aimed at identifying the most effective model taking cognisance of all continuing service delivery requirements and utilising the latest market technology.

Year	Saving (£m)	Invest (£m)
2020/21	Nil	Nil
2021/22	0.025	Nil
2022/23	0.050	Nil
Future Years	Nil	Nil
Total	0.075	Nil

### Review of Digital Reproduction Unit (DRU)

A review of the operating model of the DRU will be undertaken to ensure it is functioning as efficiently as possible, maximising all technological options and considering if there is an opportunity for a commercial element to the unit.

No savings target has been set as a project scope still requires to be undertaken. Part of this work will be to determine if any savings can be achieved.

Year	Saving (£m)	Invest (£m)
2020/21	0.000	Nil
2021/22	0.000	Nil
2022/23	0.000	Nil
Future Years	0.000	Nil
Total	0.000	Nil

### Review Subscriptions/Memberships of Organisations

Work within the organisation highlighted the need for a review of existing subscriptions and memberships across the council as an opportunity for savings, subject to options appraisals.

However, there is a need to give careful consideration to continuing membership of national organisations that provide support to help us deliver on our priorities.

Year	Saving (£m)	Invest (£m)
2020/21	0.010	Nil
2021/22	0.025	Nil
2022/23	Nil	Nil
Future Years	Nil	Nil
Total	0.035	Nil

### Contact Us – Complaints

The current complaints system is in line with the Scottish Public Services Ombudsman model but is held on an IT platform that will shortly become redundant. We are currently working with a system application provider to deliver a solution to provide a digitised/automated processes for complaints. This will be a single corporate processes for dealing with complaints and FOIs.

The project will enable our customers to submit complaints in a uniform way as it will provide a more efficient process and improved customer experience but will also ensure compliance with the Scottish Public Services Ombudsman legislation.

Year	Saving (£m)	Invest (£m)
2020/21	Enabling Project	Nil
2021/22		Nil
2022/23		Nil
Future Years		Nil
Total		Nil

### Contact Us – Freedom of Information and Further Phase

In order to discharge our statutory obligations as a council we are required to record Freedom of Information (FOI) requests in order to establish an auditable trail from receiving a request through to a response being given.

This project was initiated to administer, record, monitor and report on FOI requests. It is envisaged this system will allow the council to publish all request via our website for consideration by our citizens, giving full transparency which should ultimately reduce the number of requests we receive. There will also be a further workstream in relation to MP/MSP/Councillor enquiries.

Year	Saving (£m)	Invest (£m)
2020/21	Enabling Project	0.006
2021/22		Nil
2022/23		Nil
Future Years		Nil
Total		0.010

### Capital Programme Efficiency

The project will look at the council's General Fund capital programme and residual R&R works programmes to identify efficiencies to the design, specification and delivery of our agreed capital projects.

Benefits to the capital budget will be translated into revenue savings as borrowing costs are avoided. Achievement of additional capital receipts beyond those budgeted for will also be in scope and treated in the same way, i.e. capital savings converted to revenue saving in borrowing costs. Capital costs avoided may also yield savings in additional running costs.

Year	Saving (£m)	Invest (£m)
2020/21	0.120	Nil
2021/22	0.200	Nil
2022/23	0.200	Nil
Future Years	Nil	Nil
Total	0.520	Nil

### Business Efficiency Processes (LEAN)

This is a project to review LEAN activity within the council to support business change and assist staff in changing the way they work in delivering services. LEAN reviews drive efficiency and identifies where new processes can be introduced.

There is a resource review currently being undertaken that will assist in developing the full programme of projects to be undertaken and the priority for each element.

This project is vital to supporting the council become a smaller and digitally enabled organisation.

Year	Saving (£m)	Invest (£m)
2020/21	0.020	Nil
2021/22	0.010	Nil
2022/23	0.010	Nil
Future Years	Nil	Nil
Total	0.040	Nil

## ODZBB – Organisational Design

### Overall ODZBB Project

This programme was established to consider the purpose of services against the council priorities and their performance to identify areas for improvement and redesign.

Phase 1 was undertaken during November 2018 – June 2019 and ensured that the budgets and workforce were the best fit for the future. It identified £2.4m of budget savings by forensic analysis of all spends and these were removed from the 2019/20 base budgets.

Phase 2 of the project will review all areas of service not subject to review in the last three years with a focus on those staff groups not previously reviewed in other projects. As an overall package, it is anticipated that with future year budget savings, service reviews and staff slippage savings a further £1.426m of savings will be identified.

Year	Saving (£m)	Invest (£m)
2020/21	0.576	Nil
2021/22	0.350	Nil
2022/23	0.500	Nil
Future Years	Nil	Nil
<b>Total</b>	<b>1.426</b>	<b>Nil</b>

## Change Programme - Next Phase of Transformation

The council recognises that it needs to deliver its next phase of transformation to ensure its Financial sustainability. After a long period of constraint in local government finance, there being no suggestion that this will improve in the short to medium term and given the very substantial savings which have already been delivered the council needs to focus on new options to deliver future savings.

In line with the four main themes shown in Figure 14 an initial potential savings target for 2021/22 and 2022/23 has been identified. This will require refinement and further scoping work but at this stage the savings will come from a combination of demand management, commercialisation, partnership and collaboration, investment in prevention, tax base growth, budget fall back options and other measures such as LEAN activity. The savings targeted will be firmed up over the next 3-6 months as part of developing our Change Programme.

Year	Saving (£m)	Invest (£m)
2020/21	Nil	Nil
2021/22	1.250	Nil
2022/23	1.550	Nil
Future Years	Nil	Nil
<b>Total</b>	<b>2.800</b>	<b>Nil</b>

