ANGUS COUNCIL

POLICY AND RESOURCES COMMITTEE – 13 OCTOBER 2015
SCRUTINY AND AUDIT COMMITTEE – 24 NOVEMBER 2015

TRANSFORMING ANGUS: PROGRAMME UPDATE

REPORT BY THE STRATEGIC DIRECTOR – RESOURCES

ABSTRACT

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

1.   RECOMMENDATIONS

It is recommended that the Policy and Resources Committee:

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

It is recommended that the Scrutiny and Audit Committee:

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

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

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

3.   BACKGROUND

3.1   Reference to Report 232/15, considered by the Policy and Resources Committee at its meeting on 9 June 2015. That report provided the previous quarterly progress update in relation to the Council's Transforming Angus (TA) change programme.

4.   GOVERNANCE ARRANGEMENTS UPDATE

4.1   Governance Structure

4.1.1   An update to the TA governance structure is included in Appendix 1 of this report.

4.1.2   The governance structure has been refined to improve clarity between programme and project level initiatives, within the scope of the overall change portfolio. This also links to the improvement work being progressed in relation to the project governance model.

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

4.2.1   Since the last TA update report, Cllr Myles has joined the Transforming Angus Programme Board as a member of the non-administration. This is an important role to provide respectful challenge and assurance and addresses an internal audit recommendation.

4.2.2   There has been good progress in completing the various actions identified during the original audit, but there is still some work to discharge the full action plan. For some recommendations, initial work has been completed, but further development work aimed at enhancing the governance arrangements is ongoing.

4.2.3   At the request of the Scrutiny Panel, the Council's Internal Audit section carried out a follow-up audit of TA governance at the beginning of August. It is anticipated that the findings will be presented to November's Scrutiny and Audit Committee.

5.   TRANSFORMING ANGUS PROGRAMME/ PROJECT UPDATES

5.1   TA Programme initiatives have continued to make progress since the last update report to this committee on 9 June 2015.

5.2   The latest TA Highlight Report for all the current TA Programme and Project initiatives is included in Appendix 2 of this report. An overview of specific 'headline' progress is included in the following table:

TA Programme	Progress Overview
Angus Digital	• The Online Services Audit report was considered by the Scrutiny and Audit Committee (**Report 251/15 Appendix refers**) and actions are being progressed, including links to the Channel Shift programme. • The implementation plan for the Angus Digital Strategy & associated roadmap (**Report 177/15 refers**) is in development, while taking cognisance of the dependencies of the Channel Shift programme.
Improved Customer Experience	• In terms of the income management project, the Council has agreed to develop a new model for facilitating payments by customers for Council Tax, Housing Rents and other sums due be developed to replace the payment facilities currently provided through the Council's ACCESS Office network (**Report 349/15 refers**).
Improved Business Process	• The Council has been appraised of progress with the project for the future service delivery of Culture and Leisure Services through Angus Alive and agreed that a full report on the 'Go-Live' decision for Angus Alive for 1 December 2015 is submitted to Angus Council on 22 October 2015 (**Report 350/15 refers**). • Developments in Help to Live at Home (HTLH), including planning the programme delivery, the proposed structure of the programme, and the key areas of work to be progressed have been approved by the Social Work & Health Committee (**Report 366/15 refers**).
Agile Working/ Estates Review	• Pathfinder moves at Bruce House and Angus House have been progressed and lessons learned are being incorporated within the development of an overarching improvement process. This is being developed to ensure that cultural change and positive opportunities for new ways of working are implicit to the Angus Agile transformation process. • The information on 'supply' (of Council properties) and 'demand' (services' needs for space) is currently being progressed through the 'matching' process to inform the shape of the Council's future, more sustainable, property portfolio, with a road map for services' move towards Agile working. This information will feed into a business case, which it is intended will be available for the full meeting of the Council on 10 December 2015.

5.3   The latest TA Programme Plan is included in Appendix 3 of this report. This is still evolving as programme and project plans reach the relevant stage of development, however will provide the key tool for measuring 'progress against plan' as the portfolio matures.

5.4   Information in relation to the outcomes to be realised from the TA Programme will also feature in the next TA Programme update report.

6.   IMPROVEMENT PANEL UPDATE

6.1   TA Programme Office

6.1.1   Project Governance Model

Members may recall the establishment of a short-term 'Project Governance Working Group', with the aim of aligning good project governance practice across the Council (Report 232/15 refers).

The Project Governance Working Group has considered the various documents and processes that currently exist across a number of Council services. After due consideration it has identified appropriate business change processes for programmes, projects and service reviews. The TA Programme Board has agreed to 'go-live' and cascade the approach throughout the organisation, including rolling out a training programme for staff.

6.1.2   Business Case Methodology

The Project Governance Working Group has also considered the development of a standard methodology for preparing a business case, including appropriate templates. Final versions are now agreed and the TA Programme Board has agreed this should be included in the training programme for staff noted above.

6.1.3   TA Programme Definition Document

The TA Programme Office has also been developing a TA Programme Definition Document. This is a strategic document, aimed at supporting governance around the implementation of transformational change throughout the Council as a whole.

This document is based on the principles contained in OGC's Management of Portfolios (this also aligns with OGC's MSP and Prince2) and is aimed at ensuring there is quality and consistency of approach supporting the identification, delivery and realisation of benefits from the Council's transformational change portfolio.

It is a 'live' document, aimed at providing quality assurance to link strategic Council policy with the implementation of transformational change. It includes key principles intended to ensure the Council invests in the right programmes and projects, and continues to improve in relation to the successful delivery of initiatives in terms of time, quality, budget and benefits realisation.

The TA Programme Board has agreed to initiate consultation on this document with members of the Council Management Team, to obtain input and feedback prior to progressing to 'go-live'.

6.2   Corporate Improvement

6.2.1   The Corporate Improvement Team is continuing to make good progress in developing the Covalent performance management system to support programme and project management arrangements. Work has commenced with TA programme leads to upload relevant actions and indicators to Covalent.

6.2.2   Covalent training has been scheduled for relevant staff across all directorates to ensure that the best possible use is made of the Covalent system.

6.2.3   The Corporate Improvement Team has also engaged with directorates and prepared a full list of service review initiatives, which was presented to the TA Programme Board at its meeting on 24 September.

6.2.4   The Corporate Improvement Team is engaging with services in all directorates to agree the most appropriate approach to be taken in carrying out self-assessment and agreeing a schedule of activity going forward.

6.2.5   Areas of work identified from this self-assessment process may provide the genesis for new programmes or projects, which may in due course progress into the business change process.

6.3   DELTA Lean

6.3.1   There has been considerable activity in terms of Lean within the council since the previous report. In summary, this includes:

(i)   Communities directorate programme

Agreement and commencement of a DELTA improvement programme in the Communities directorate to include capacity building across the directorate and a programme of specific DELTA reviews. The over-arching objective of this improvement programme is to build the capacity to make the directorate self-sufficient in terms of lean for their review and continuous improvement activities.

(ii)   DELTA Lean Reviews

A lean review of recruitment has been completed resulting in a more streamlined process across the council. A review of Establishment control is underway and a Rapid Improvement Event (RIE) is scheduled to look at the specific area of recruitment in Secondary Schools.

(iii)   Corporate Capacity Building

An "Introduction to DELTA" module has been developed with work underway to make it available on the council's e-learning system, Brightwave. Meantime, the module has been posted on the DELTA lean intranet site (http://intranet/TA/DELTA/default.aspx) to make it available corporately.

(iv)   Linking DELTA to Angus Agile

Work is currently underway to develop one of the DELTA tools to assist teams moving toward Agile working. This will provide a toolkit for teams to consider elements of the move including filing, storage, digitisation, information governance, safety etc. prior to the actual change in working arrangements.

(v)   Collaborative Work

The Service Manager Governance and Consultancy has been working with the Scottish Government Internal Audit team to assist them in considering how they could move to Lean Internal Audit. A training session was delivered and collaborative opportunities to identify improvement areas are being explored.

6.4   Organisational Development

6.4.1   Delivery of the organisational development plan to support the Transforming Angus change programme is continuing as follows:

(i)   The leadership forum group met on 19 June 2015. The focus of the session was Agile Working and the group were presented with the Angus Agile vision, and were given a presentation from Space Strategies outlining the work being undertaken.

(ii)   The leadership programme for middle managers began in June 2015. It aims to increase understanding of the Transforming Angus change programme, help build momentum for change and skills and confidence to deliver change, and to support managers to enhance performance in their teams and services. There are currently two cohorts of managers undertaking the programme (36 people) and a further cohort is due to start in November 2015. Initial feedback from both cohorts is very positive.

(iii)   Support for individuals and teams to improve their skills to use digital tools is being offered, and workshops begin on 29 September 2015.

(iv)   The Organisational Development service is also supporting TA Programme Office colleagues to develop a training programme that will include rolling out the TA Business Change Process and Business Case Methodology, alongside a programme of training in general project management principles, Prince2 and MSP.

7.   TA COMMUNICATIONS STRATEGY

7.1   Delivery of the communications to support the Transforming Angus change programme is continuing as follows:

(i)   Primary work in the last period has been to scope and develop the staff engagement programme 'Space for Success'. A cross service working group has been set up to take forward this project; project manager is the TA communications officer. The project's purpose is to engage our workforce in the transformational activities of the TA programme and their own service by sharing and promoting our success, learning, growth and achievement.

(ii)   HTLH communications strategy has been agreed and the communications plan is being developed to reflect the emerging programme plan.

(iii)   Agile Angus intranet mini-site has been created to provide staff with information about the 'what, why, how and when' of agile working. Content will be added as the programme develops.

(iv)   TA Matters – a short bulletin is now issued following each programme board to update members and staff on progress.

8.   STRATEGIC PARTNER

8.1   Members may recall Report 232/15 provided an update in relation to the scope of services that the Council commissioned EY to progress across a number of projects, amounting to a total cost of £321,683.

8.2   Since that time, EY have progressed the 'Start-Up' of the implementation phase of the Help to Live at Home initiative, at a cost of £32,160, which is slightly more than the budget cost of £30,000 that was previously reported.

8.3   At its meeting on 24 September 2015, the TA Programme Board has also now agreed to use the specialist services of EY to support the progression of the initial implementation phase of the Help to Live at Home (HtLH) programme at an estimated cost of £66,420. This will support specific areas of work where EY's expertise is essential to deliver the project.

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

Programme/ Project	Summary Scope of Service	Costs Committed
Help to Live at Home	Develop Outline Business Case	£74,240
Passenger Transport (inc. green fleet)	Develop Outline Business Case	£61,550
Cultural & Leisure Delivery Model Options	Develop Outline Business Case	£65,608
Procurement Review	Project assurance and specialist advice	£33,940
Culture & Leisure Trust	Specialist advice and support to deliver implementation and realise maximum benefits	£56,345
Passenger Transport and Help to Live at Home	Specialist advice and support to 'Start-Up' implementation phase	£32,160
Help to Live at Home	Specialist advice to support initial implementation phase	£66,420
Total Cost of Commissions to Date		**£390,263**

8.5   Members may recall from Report 200/14, that Procurement Authority for potentially £900k over 3 years, was approved for the provision of EY services. The current total is c390k, currently c£510k within that approved limit.

8.6   This currently represents around 43% of that limit since EY's selection in August 2014.

9. FINANCIAL IMPLICATIONS

9.1 Overall Transforming Angus Change Fund Position

9.1.1 The overall TA Change Fund currently amounts to £2.792m, including £1.888m from General Fund Reserves (i.e. £1.393m Opening fund balance plus £0.495m carry forward from 2014/15).

9.1.2 Based on the base projected expenditure position for 2015/16 (£1.149m), and the base projected expenditure position for 2016/17 (£0.755m), the projected balance for the TA Change Fund will amount to £0.888m at the end of financial year 2016/17.

9.1.3 This currently assumes that no further contribution to the TA Change Fund through the 2016/17 budget setting process (see Medium Term Financial Strategy below) and is based on current known commitments.

9.1.4 This is summarised in the following table (Appendix 4 also refers):

TA Change Fund Summary	£m
General Fund Reserves	1.888
2015/16 Budget Allocation	0.904
Total TA Change Fund	**2.792**
Less Projected Expenditure:	
2015/16	1.149
2016/17	0.755
Remaining TA Change Fund Balance	**0.888**

9.1.5 Key changes to the known commitments since the previous report 232/15 are as follows:

Heading	Description of Change
Staff costs	- Reduced by £3k in overall projections through minor adjustments - Increased by £230k to support internal investment requirements (refer to section 9.2.2 below)
Misc Property Costs	£200k investment costs to support Agile implementation moved from Possible Future Investment demands into 2015/16 budget
Strategic Partner Payments	- Increased by £32k in 2015/16 to account for Help to Live at Home Start-Up support from EY - Increased by £66k reflecting support from EY for initial implementation phase
Misc Supplies & Services	Increased from £41k to £229k reflecting: £32k Angus Alive bid agreed to supply new IT equipment £150k Angus Alive set up costs moved from Possible Investment Demands into 2015/16 budget £6k increase in Angus Alive recruitment costs (£10k approved by TA Board in comparison to £16k out-turn cost)

9.1.6 Based on this update, the known commitments amount to £1.904m, resulting in a projected balance for the TA Change Fund amounting to £0.888m at the end of financial year 2016/17 (Appendix 4 refers).

9.2 Help to Live at Home Investment Costs

9.2.1 Regarding the Help to Live at Home programme, members should be aware that the investment of £296k (£230k staff, plus £66k EY), will result in total commitments of £487k to date from the TA Change Fund to support this initiative. This compares against the projected returns (saving), which were identified in the outline business case (Report 250/15 refers).

9.2.2 The projected levels of savings are dependent on the project team initially reducing the combined rate for provision of internal and external services. The internal investment costs of £230k will provide the necessary resources to ensure that the internal project is progressed to deliver initial returns as early as April 2016, when revised working practices are introduced ensuring greater efficiency in the use of staff time, resulting in reduced overall costs. The expansion of the external market will also be progressed during this time by reviewing the

current framework agreement and building capacity into the market place to accommodate service users' needs.

9.2.3   The project team resources include an overall Programme Lead, along with lead officers for the two main projects and admin support up to the end of March 2017. These resources will be reviewed during the first year of the programme and there will also be support provided by officers in the TA Programme Office.

9.2.4   Further investment costs will likely be necessary to realise the full benefits identified in the outline business case, however cannot be determined at this time.

9.3   TA Change Fund: Potential Investment Demands

9.3.1   Members may recall from Report 232/15 that a number of indicative future investment demands on the TA Change Fund were beginning to emerge. The updated position in relation to this is as follows:

TA Programme Initiative	Description	Indicative Cost £m
Potential Future EY Support	Potential EY fees to support other aspects of the TA Programme (balance between £900k approved limit and current commitments)	0.510
Angus Alive	Development of new Angus Alive Website and other start-up costs	Transferred to known commitments
Angus Agile	Investment costs to support Agile implementation (£0.200m included in base budget for 2015/16)	Transferred to known commitments
Passenger Transport	Potential costs advised by EY to support implementation	Included in potential future EY Support (above)
Resources Review	Funding to support outcome of in-house resources review (after budget carry forward approvals)	0.143
Total indicative Cost		**0.653**

9.3.2   Although only indicative at this time, the above table highlights Potential Investment Demands of £0.653m, in comparison to the projected balance in the TA Change Fund amounting to £0.888m, resulting in headroom of £0.235m.

9.4   Medium Term Financial Strategy

9.4.1   For information, it is worth highlighting that the Council's Medium Term Financial strategy 2016/17 to 2019/20, approved by the Council at its meeting on 10 September 2015, includes the following information:

> *"In setting the 2014/15 revenue budget, the council set aside resources to create the Transforming Angus Change Fund to support delivery of the Transforming Angus Change Programme. This is a fairly sizeable resource to give the council the financial capacity to pursue its change programme and deliver the necessary savings. The Fund will span a number of years and comprises a base provision of £904,000 in 2015/16 plus a sum of £1.888 million earmarked within General Fund balances, giving a total fund of £2.792 million for 2015/16 and beyond.*
>
> *The projections assume that the ongoing base provision of £904,000 is expected to reduce to £250,000 in 2017/18 and zero in 2018/19, reflecting the timescales associated with delivery of the Change Programme. It is however recognised that there may been a need to revisit these assumptions as the Change Programme develops."*

9.4.2   The proposed base provision of £904k for 2016/17 and £250k for 2017/18 have not been accounted for in this report, and will be subject to the necessary approvals through the Council's budget setting process.
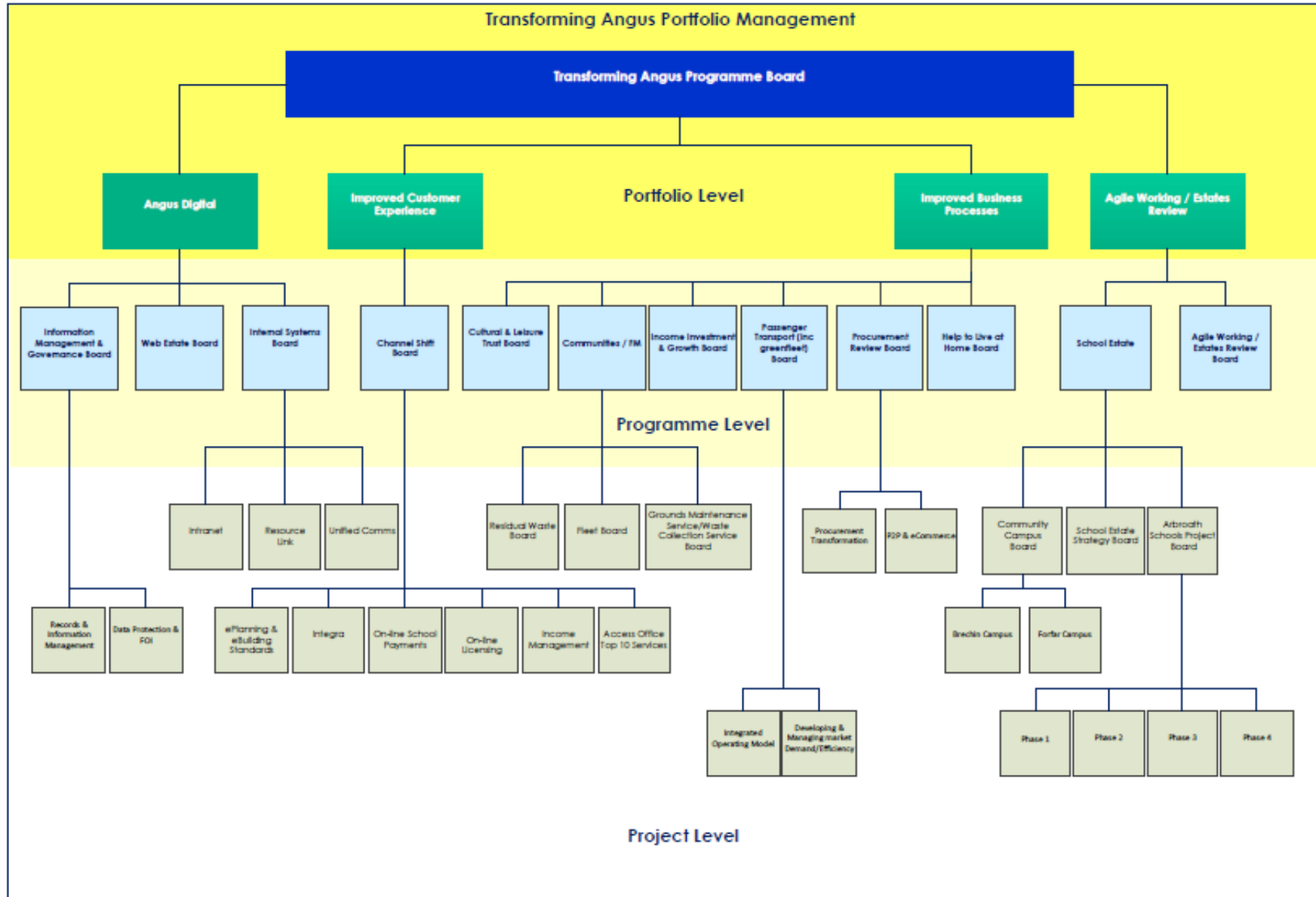
10.   OTHER IMPLICATIONS

10.1   Risks

10.1.1 The Council's strategic partner (EY) has notified the Council of a change in their personnel to deliver elements of the partnership agreement.

While there is robust assurance that key programmes will not be affected, officers are actively managing the risks associated with this transition to ensure the added value established with EY to date, particularly in terms of overall organisational change, continues to enhance the Council's change programme.

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

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Transforming Angus Portfolio Management

Transforming Angus Programme Board

Portfolio Level

| Angus Digital | Improved Customer Experience | Improved Business Processes | Agile Working / Estates Review |

Programme Level

- Information Management & Governance Board
- Web Estate Board
- Internal Systems Board
- Channel Shift Board
- Cultural & Leisure Trust Board
- Communities / FM
- Income Investment & Growth Board
- Passenger Transport (inc greenfleet) Board
- Procurement Review Board
- Help to Live at Home Board
- School Estate
- Agile Working / Estates Review Board

Project Level

- Intranet
- Resource Link
- Unified Comms
- Residual Waste Board
- Fleet Board
- Grounds Maintenance Service/Waste Collection Service Board
- Procurement Transformation
- P2P & eCommerce
- Community Campus Board
- School Estate Strategy Board
- Arbroath Schools Project Board

- Records & Information Management
- Data Protection & FOI
- ePlanning & eBuilding Standards
- Integra
- On-line School Payments
- On-line Licensing
- Income Management
- Access Office Top 10 Services
- Brechin Campus
- Forfar Campus

- Integrated Operating Model
- Developing & Managing market Demand/Efficiency

- Phase 1
- Phase 2
- Phase 3
- Phase 4

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TRANSFORMING ANGUS PORTFOLIO: HIGHLIGHT REPORT

POSITION AS AT 17 SEPTEMBER 2015: FOR TA PROGRAMME BOARD MEETING 24 SEPTEMBER 2015

Note: This Highlight Report should be read in conjunction with the TA Business Change Process and the TA Programme Delivery Plan (v3)

'Progress against Plan' Status	
🟥	Cancelled
🔴	Overdue
🔺	Unassigned
▶	In Progress
✅	Completed

TA Portfolio Initiative	Programme/ Project	Current Stage	Progress Against Plan	Specific Highlights/ Exceptions (including reasons for any red or amber lights)	Key Dependencies (from same or other Programmes/ Projects)
Angus Digital	Angus Digital	Define Programme	▶	Programme plan to be finalised.	Channel Shift programme
	Web Estate	Programme Closure	✅	End of project report agreed, including follow up actions.	Channel Shift programme
	Information Management & Governance	Identify Programme	▶	Project lead post grade to be confirmed and two records management assistants appointed.	Internal Systems programme Agile Working/ Estates Review programme
	Internal Systems	Identify Programme	▶	Intranet redevelopment project brief approved – to develop business case. ResourceLink high level project plan to be developed.	Information Management & Governance programme

TA Portfolio Initiative	Programme/ Project	Current Stage	Progress Against Plan	Specific Highlights/ Exceptions (including reasons for any red or amber lights)	Key Dependencies (from same or other Programmes/ Projects)
Improved Customer Experience	Channel Shift	Identify Programme	▶	First meeting of programme board held on 9 September 2015. Report to Angus Council on service redesign for taking payments in ACCESS offices.	Angus Digital programme Web Estate programme Agile Working/ Estates Review programme
Improved Business Process	Culture & Leisure Trust	Project Management	▶	OSCR application submitted. 5 Independent Directors appointed. Service Level Agreements; Draft service agreement; Draft transfer agreement; and Draft support services agreement all progressing. Consultation with S2C employees & Trade Unions commenced.	Libraries & ACCESS Integration Service Review Angus Digital Programme Channel Shift Programme
	Communities/ FM: Fleet project	Project Management	▶	Tender for construction of new vehicle workshop has been awarded.	
	Communities/ FM: Residual waste	Project Management (competitive dialogue – 2nd cycle)	▶	Delays in cycle 2 of competitive dialogue with bidders as due diligence required on the DERL plant. Programme plan has been amended to contain this process.	
	Communities/ FM: Grounds Maintenance/ Waste collection	Identify Programme	⚠		
	Help to Live at Home	Define Programme	▶	Programme Implementation plan being developed with Internal Efficiency and External Market work-streams being planned. Programme governance arrangements being established.	Health & Social Care Integration Procurement Review

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TA Portfolio Initiative	Programme/ Project	Current Stage	Progress Against Plan	Specific Highlights/ Exceptions (including reasons for any red or amber lights)	Key Dependencies (from same or other Programmes/ Projects)
Improved Business Process (cont.)	Passenger Transport (inc. green fleet)	Define Programme	▶ (green)	Work streams identified. Establishing Integrated Transport team is critical next step. Lease v purchase and infrastructure investment potential being considered in greater detail.	
	Procurement Review	Identify Programme	▶ (green)	Key stakeholder engagement process to inform strategic objectives (August – September '15) initiated and ongoing, not yet complete. Next steps: • Report outcomes of stakeholder engagement to Shadow Programme Board with recommendations on programme objectives and priorities. • Produce draft business case & project plan (TBC) and Define Programme.	Angus Digital programme Internal Systems Culture & Leisure Trust (impact of procurement requirements) Help to Live at Home (impact of procurement requirements)
	Income, Investment & Growth	Identify Programme	⚠ (amber)	Scope of programme not yet identified.	
Agile Working/ Estates Review	Agile Working/ Estates Review	Define Programme	▶ (green)	Matching process commenced w/c 10/8/15 – initial feedback presented to EMT and CMT. Headcount information issued for validation. Pathfinders moves in progress/ Lessons learned being logged. 'Smooth Moves' process being defined.	Angus Digital Programme Internal Systems Programme Information Governance Programme

TA Portfolio Initiative	Programme/ Project	Current Stage	Progress Against Plan	Specific Highlights/ Exceptions (including reasons for any red or amber lights)	Key Dependencies (from same or other Programmes/ Projects)
	School Estate: Brechin campus	Project Management: Phase 1 on site	▶	Phase 1 on site	Culture & Leisure Trust (as a building occupier)
	School Estate: Forfar campus	Project Management: Phase 1 on site	▶	Phase 1 on site	Culture & Leisure Trust (as a building occupier)
	School Estate: Arbroath schools (phase 1)	Project Management: Phase 1 on site	▶	Phase 1 on site (Warddykes and Timmergreens)	
	School Estate: Arbroath schools (Phases 2, 3 & 4)	Project Management: Phase 1 on site	⚠	Awaiting announcement of Scottish Government Funding to determine extent of future phases	
	School Estate: Strategy	Project Start-Up	⚠	Awaiting confirmation of project requirements	

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TA PROGRAMME PLAN (v3)

ID	Task Mode	Task Name	Start	Finish
1		**Angus Digital**	Mon 05/01/15	Fri 30/03/18
2		Angus Digital Strategy Implementation	Tue 28/04/15	Fri 30/03/18
6		Web estate	Wed 20/05/15	Thu 31/12/15
10		Internal systems	Mon 05/01/15	Fri 30/12/16
11		Intranet	Mon 05/01/15	Fri 30/12/16
16		ResourceLink	Fri 26/06/15	Fri 29/07/16
21		Unified communications	Wed 04/03/15	Fri 30/10/15
24		Information Management and Governance	Mon 05/01/15	Fri 31/03/17
29		**Improved Customer Experience**	Mon 05/01/15	Fri 28/07/17
30		Channel Shift	Mon 05/01/15	Fri 28/07/17
31		Online planning & building standards	Wed 11/03/15	Fri 29/07/16
35		Online School Payments	Mon 25/05/15	Fri 28/07/17
40		On-line licensing	Tue 01/09/15	Tue 31/05/16
44		ACCESS office top ten	Wed 29/04/15	Thu 31/03/16
47		Income Management	Mon 05/01/15	Thu 31/03/16
53		Integra	Wed 01/04/15	Fri 31/03/17
56		Online Services Audit (Report 14-12)	Wed 09/09/15	Fri 31/03/17
61		**Improved Business Process**	Tue 01/04/14	Wed 31/03/21
62		Cultural/ Leisure ALEO	Mon 13/10/14	Mon 30/11/15
70		Procurement Review	Mon 04/05/15	Fri 31/03/17
71		Strategic sourcing	Mon 04/05/15	Fri 31/03/17
76		Purchase to pay	Mon 04/05/15	Fri 31/03/17
81		Communities/ FM Services	Tue 01/04/14	Thu 12/09/19
82		Fleet services/ ACROP	Mon 09/06/14	Fri 01/04/16
89		Residual Waste (Dundee & Angus Strategic Partnership)	Thu 11/12/14	Thu 12/09/19
106		Grounds maintenance service	Mon 01/02/16	Fri 30/03/18
109		Waste collection service	Mon 01/02/16	Fri 30/03/18
112		Janitorial and SCP service	Tue 01/04/14	Mon 01/09/14
115		Help to Live at Home	Mon 05/01/15	Wed 31/03/21
116		Identify and Define Programme	Mon 05/01/15	Thu 18/06/15
119		Internal Efficiencies	Thu 18/06/15	Thu 31/03/16
123		External Efficiencies	Thu 18/06/15	Fri 31/03/17
127		Future Projects	Mon 03/04/17	Wed 31/03/21
131		Passenger Transport	Mon 05/01/15	Fri 30/03/18
132		Identify and Define Programme	Mon 05/01/15	Tue 09/06/15
135		Integrated Transport Team	Tue 09/06/15	Thu 31/03/16
139		Future Projects	Fri 01/04/16	Fri 30/03/18
143		Income, Investment and Growth	Tue 24/02/15	Fri 30/03/18
148		Business Support	Mon 05/01/15	Fri 30/03/18
149		Service reviews	Mon 05/01/15	Fri 30/03/18
152		DELTA reviews	Mon 05/01/15	Fri 30/03/18

TA PROGRAMME PLAN (v3)

ID	Task Mode	Task Name	Start	Finish	2015	2016	2017	2018	2019	2020	2021
155		Agile Working/ Estates Review	Mon 16/06/14	Fri 18/10/19							
156		Agile Working/ Estates Review	Tue 03/02/15	Thu 10/12/15							
157		AWER001 - Strategy and Business Case	Tue 07/04/15	Thu 10/12/15							
196		AWER002 - Pathfinders	Tue 03/02/15	Fri 30/10/15							
223		AWER003 - Backoffice	Mon 20/07/15	Tue 27/10/15							
236		AWER004 - Locality Hubs Scoping	Fri 18/09/15	Fri 20/11/15							
240		School Estate	Mon 16/06/14	Fri 18/10/17							
241		Arbroath schools project	Mon 30/06/14	Fri 18/10/19							
242		Phase 1: Enabling Works	Mon 30/06/14	Fri 17/10/14							
246		Phase 1: Timmergreens and Warddykes	Mon 03/11/14	Fri 04/11/16							
256		Phase 2: Hayshead	Mon 14/09/15	Fri 02/11/18							
262		Phase 3A: Muirfield	Mon 23/11/15	Fri 23/03/18							
268		Phase 3B: Ladyloan	Mon 16/01/17	Fri 18/10/19							
274		Brechin community campus	Mon 16/06/14	Fri 28/10/16							
280		Forfar community campus	Mon 05/01/15	Fri 13/10/17							
287		School estate review	Mon 11/01/16	Tue 10/01/17							

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TRANSFORMING ANGUS

Budget / Spend Projections
£000

	14/15 BGT	PROJ	15/16 BGT	PROJ	16/17 BGT	PROJ	Total BGT	PROJ
Staff Costs								
Budget	208		191				399	0
Summary Projected		187		253		249		689
Training	10	0	10	10		10	20	20
Other Staff Costs	18	17	1	259		285	19	561
							0	0
Staff Costs - Total	236	204	202	522	0	544	438	1,270
Property Costs								
Build Improvements	5	0	5	0			10	0
Misc Property Costs	100	0	100	200	0	200	200	400
							0	0
Property Costs - Total	105	0	105	200	0	200	210	400
Transport Costs								
Rail Transport	3		3	3		3	6	6
Car Allowance	3	1	3	3		3	6	7
Lease Car charges	2	1					2	1
Transport Costs - Total	8	2	6	6	0	6	14	14
Supplies and Services								
Office Equip/Furniture	10	13	10				20	13
Computer Hardware/Cons/Maint	11	3	11				22	3
Office Stat/Printing/Pcopying etc	3	0	3	3		3	6	6

Staff Subsistence	2	1	2	2		2	4	5
Consultancy Payments	200	202	200	188	0	0	400	390
Misc S&S	346	1	365	228	0	0	711	229
							0	0
Supplies and Services - Total	572	220	591	421	0	5	1,163	646
Total Expenditure	**921**	**426**	**904**	**1,149**	**0**	**755**	**1,825**	**2,330**

Opening Fund Balance	1,393
Total Fund	3,218
Less 3 Year Projected Spend	(2,330)
Remaining Fund Balance	888