



Securing the future... • *Improving services*  
• *Enhancing quality of life* • *Making the best use of public resources*

Council Building  
2 High Street  
Perth  
PH1 5PH

Tuesday, 11 April 2017

A Meeting of the **Strategic Policy and Resources Committee** will be held in the **Council Chambers, 2 High Street, Perth, PH1 5PH** on **Wednesday, 19 April 2017** at **10:00**.

If you have any queries please contact Committee Services on (01738) 475000 or email [Committee@pkc.gov.uk](mailto:Committee@pkc.gov.uk).

**BERNADETTE MALONE**  
Chief Executive

***Those attending the meeting are requested to ensure that all mobile phones and other communication devices are in silent mode.***

**Members:**

Councillor Ian Miller (Convener)  
Councillor Alan Grant (Vice-Convener)  
Councillor Bob Band  
Councillor Peter Barrett  
Councillor Ian Campbell  
Councillor Dave Cuthbert  
Councillor Dave Doogan  
Provost Liz Grant (ex-officio)  
Councillor John Kellas  
Councillor Alan Livingstone  
Councillor Alistair Munro  
Councillor Douglas Pover  
Councillor Mac Roberts  
Councillor Barbara Vaughan  
Councillor Willie Wilson  
Councillor Anne Younger



**Strategic Policy and Resources Committee**

**Wednesday, 19 April 2017**

**AGENDA**

***MEMBERS ARE REMINDED OF THEIR OBLIGATION TO DECLARE ANY FINANCIAL OR NON-FINANCIAL INTEREST WHICH THEY MAY HAVE IN ANY ITEM ON THIS AGENDA IN ACCORDANCE WITH THE COUNCILLORS' CODE OF CONDUCT.***

- 1 WELCOME AND APOLOGIES/SUBSTITUTES**
- 2 DECLARATIONS OF INTEREST**
- 3 MINUTES**
  - (i) MINUTE OF MEETING OF THE STRATEGIC POLICY AND RESOURCES COMMITTEE OF 8 FEBRUARY 2017 FOR APPROVAL AND SIGNATURE 5 - 8**
  - (ii) MINUTE OF MEETING OF THE EXECUTIVE SUB-COMMITTEE OF THE STRATEGIC POLICY AND RESOURCES COMMITTEE OF 26 JANUARY 2017 FOR NOTING 9 - 10**
  - (iii) MINUTE OF MEETING OF THE JOINT CONSULTATIVE COMMITTEE OF 24 NOVEMBER 2016 FOR NOTING 11 - 16**
  - (iv) MINUTE OF MEETING OF THE CORPORATE HEALTH, SAFETY AND WELLBEING CONSULTATIVE COMMITTEE OF 12 DECEMBER 2016 FOR NOTING 17 - 20**
  - (v) MINUTE OF MEETING OF THE PROPERTY SUB-COMMITTEE OF THE STRATEGIC POLICY AND RESOURCES COMMITTEE OF 26 OCTOBER 2016 FOR NOTING 21 - 22**
  - (vi) MINUTE OF MEETINGS OF THE APPEALS SUB-COMMITTEE**
    - (a) MINUTE OF MEETING OF THE APPEALS SUB-COMMITTEE OF THE STRATEGIC POLICY AND RESOURCES COMMITTEE OF 2 AND 7 DECEMBER 2016 AND 19 JANUARY 2017 FOR NOTING 23 - 24**

- (b) **MINUTE OF MEETING OF THE APPEALS SUB-COMMITTEE OF THE STRATEGIC POLICY AND RESOURCES COMMITTEE OF 10 FEBRUARY 2017 FOR NOTING** 25 - 26
- 4 **REVENUE BUDGET 2016/17 - MONITORING REPORT NUMBER 4** 27 - 58  
Report by Head of Finance (copy herewith 17/152)
- 5 **COMPOSITE CAPITAL BUDGET 2016/23 & HOUSING INVESTMENT PROGRAMME 2016/21 - MONITORING REPORT NUMBER 4** 59 - 92  
Report by Head of Finance (copy herewith 17/153)
- 6 **COMMUNITY ASSET TRANSFER POLICY** 93 - 108  
Report by Senior Depute Chief Executive, Education and Children's Services (Equality, Community Planning and Public Service Reform) (copy herewith 17/154)
- 7 **DISCRETION ON APPLYING COUNCIL TAX SURCHARGES ON LONG TERM EMPTY DWELLINGS** 109 - 120  
Report by Executive Director (Housing and Community Safety) (copy herewith 17/155)
- 8 **TRANSFORMATION PROGRAMME 2015/2020 PROGRESS UPDATE AND CORPORATE DIGITAL PLATFORM** 121 - 160  
Report by Depute Chief Executive, Environment (Sustainability, Strategic and Entrepreneurial Development) (copy herewith 17/156)

***IT IS RECOMMENDED THAT THE PUBLIC AND PRESS SHOULD BE EXCLUDED DURING CONSIDERATION OF THE FOLLOWING ITEM(S) IN ORDER TO AVOID THE DISCLOSURE OF INFORMATION WHICH IS EXEMPT IN TERMS OF SCHEDULE 7A TO THE LOCAL GOVERNMENT (SCOTLAND) ACT 1973***

**P1 MILL QUARTER, PERTH - THIMBLEROW SITE DEVELOPMENT**

If you or someone you know would like a copy of this document in another language or format, (on occasion, only a summary of the document will be provided in translation), this can be arranged by contacting the Customer Service Centre on 01738 475000.

You can also send us a text message on 07824 498145.

All Council Services can offer a telephone translation facility.

## STRATEGIC POLICY AND RESOURCES COMMITTEE

Minute of meeting of the Strategic Policy and Resources Committee held in the Council Chambers, Council Building, 2 High Street, Perth on Wednesday 8 February 2017 at 10.00am.

Present: Councillors I Miller, H Anderson (substituting for A Younger), K Baird (Substituting for A Livingstone) B Band, P Barrett, I Campbell, D Cuthbert, D Doogan, J Giacopazzi (substituting for J Kellas), A Munro, A Parrot (substituting for A Grant), D Pover, M Roberts, B Vaughan and W Wilson.

In Attendance: B Malone, Chief Executive; J Fyffe, Senior Depute Chief Executive, Education and Children's Services (Equality, Community Planning and Public Service Reform); L Gowans, C Irons, L Simpson, J Symon, G Taylor and (all Corporate and Democratic Services); B Renton, C Jolly and K McNamara, (all Environment Service) and B Atkinson and N Copland (both Housing and Community Care).

Also In Attendance: R Packham, health and Social Care Partnership. (Up to Art ?? – item 5)

Apologies for Absence: Councillors A Grant, J Kellas, A Livingstone and A Younger.

Councillor I Miller, Convener, Presiding.

### . **WELCOME AND APOLOGIES**

The Convener welcomed all those present to the meeting and apologies and substitutions were noted as above.

### . **DECLARATIONS OF INTEREST**

There were no Declarations of Interest made in terms of the Councillors' Code of Conduct.

### . **MINUTES OF PREVIOUS MEETINGS**

#### (i) **Strategic Policy and Resources Committee**

The minute of meeting of the Strategic Policy and Resources Committee of 30 November 2016 (Arts. 801-811) was submitted, approved as a correct record and authorised for signature.

#### (ii) **Employees Joint Consultative Committee**

The minute of meeting of the Employees Joint Consultative Committee of 22 September 2016 was submitted and noted. (**Appendix I**)

**(iii) Corporate Health, Safety and Wellbeing Consultative Committee**

The minute of meeting of the Corporate Health, Safety and Wellbeing Consultative Committee of 12 September 2016 was submitted and noted. (*Appendix II*)

**REVENUE BUDGET 2016/17 - MONITORING REPORT NUMBER 3**

There was submitted a report by the Head of Finance (17/45), providing an update (1) on the progress made with the 2016/17 General Fund Revenue Budget based upon the November 2016 Ledger, updated for any subsequent known material movements; and (2) on the projected financial position of the Housing Revenue Account.

**Resolved:**

- (i) The contents of Report 17/59 be noted.
- (ii) The adjustments to the 2016/17 Management Revenue Budget, as detailed in Appendix 1 and Section 2 of Report 17/59, be approved.
- (iii) Service virements, as summarised in Appendices 2 and 5 to Report 17/59, be approved.

**COMPOSITE CAPITAL BUDGET 2016/23 & HOUSING INVESTMENT PROGRAMME 2016/21 – MONITORING REPORT NUMBER 3**

There was submitted a report by the Head of Finance (17/46), (1) providing a summary position to date for the Composite Capital Programme for 2016/17 to 2022/23 and the Housing Investment Programme 2016/17 to 2020/21 and (2) seeking approval for adjustments to the Programmes.

**Resolved:**

- (i) The contents of Report 17/60 be noted.
- (ii) The proposed budget adjustments to the seven year Composite Capital Budget 2016/17 to 2022/23 as set out in Sections 2 and 3 of Report 17/60 and summarised at Appendices I and II to Report 17/60, be approved.
- (iii) The proposed budget adjustments to the Housing Investment Programme Budget 2016/17 and 2020/21 as set out in Section 4 of Report 17/60 and summarised at Appendix III to Report 17/60, be approved.
- (iv) The proposed budget adjustments to the Renewal and Repair Fund in 2016/17 as detailed in Section 5 and summarised at Appendix IV of Report 17/60, be approved.

**TRANSFORMATION PROGRAMME 2015-2020 PROGRESS UPDATE**

There was submitted a report by the Depute Chief Executive, Environment (Sustainability, Strategic and Entrepreneurial Development) (17/62) providing an update on the Council's Building Ambition Transformation Programme which was approved by the Council on 1 July 2015.

PERTH AND KINROSS COUNCIL  
STRATEGIC POLICY AND RESOURCES COMMITTEE  
8 FEBRUARY 2017

**Resolved:**

The progress of the Transformation Programme 2015-2020, as detailed in Appendix 1 to Report 17/62, be noted.

**CORPORATE RISK MANAGEMENT STRATEGY**

There was submitted a report by the Depute Chief Executive, Environment (Sustainability, Strategic and Entrepreneurial Development) (17/63), presenting a new Risk Management Policy, Strategy and Framework to reflect the changing circumstances facing the Council.

**Resolved:**

- (i) The Risk Management Policy, Strategy and Appetite Report as detailed in Appendix 2 to Report 17/63, be approved.
- (ii) It be noted that the Report 17/63 would be considered by the Scrutiny Committee later that day.

**DATA PROTECTION POLICY**

There was submitted a report by the Head of Legal and Governance Services (17/64), recommending amendments to the Council's Data Protection Policy (1) to implement external and internal audit recommendations and (2) to reflect current law and good practice in respect of use and management of personal data.

**Resolved:**

The revised Data Protection Policy, attached at Appendix 1 to Report 17/63, be approved.

~~~~~





## EXECUTIVE SUB-COMMITTEE

Minute of Meeting of the Executive Sub-Committee of the Strategic Policy and Resources Committee held in Room 410, Fourth Floor, Council Building, 2 High Street, Perth on Thursday 26 January 2017 at 1.30pm.

Present: Councillors I Miller, B Band (substituting for Councillor A Grant), P Barrett, I Campbell (substituting for Councillor M Roberts) and A Munro.

In Attendance: B Malone, Chief Executive, J Valentine, Depute Chief Executive, Environment (Sustainability, Strategic and Entrepreneurial Development); B Atkinson (Executive Director of Housing and Community Care) (during Item P1) and K Donaldson, L Simpson, G Taylor, and S Walker (all Corporate and Democratic Services).

Apologies: Councillors A Grant and M Roberts.

Councillor I Miller, Convener, Presiding.

### 1. WELCOME AND APOLOGIES/SUBSTITUTIONS

Councillor Miller welcomed all those present to the meeting and apologies and substitutions were submitted and noted as above.

### 2. DECLARATIONS OF INTEREST

There were no declarations of interest made in terms of the Councillors' Code of Conduct.

**IT WAS AGREED THAT THE PUBLIC AND PRESS BE EXCLUDED DURING CONSIDERATION OF THE FOLLOWING ITEMS IN ORDER TO AVOID THE DISCLOSURE OF INFORMATION WHICH WAS CONFIDENTIAL IN TERMS OF SCHEDULE 7A TO THE LOCAL GOVERNMENT (SCOTLAND) ACT, 1973**

#### P1. EARLY RETIREMENT REQUESTS

There was submitted a report by the Chief Executive (17/49) seeking approval of three requests for early retirement in the interests of efficiency of the service from within the chief officer cohort.

**Resolved:**

- (i) John Fyffe, Senior Depute Chief Executive, be granted early retirement on grounds of efficiency of the service on 31 March 2018 on the terms outlined in Report 17/49.
- (ii) John Symon, Head of Finance, be granted early retirement on grounds of efficiency of the service on 30 June 2017 on the terms agreed by the Sub-Committee following a division.
- (iii) Colin Johnston, Head of Community Care, be granted early retirement on grounds of efficiency of the service on 31 March 2017 on the terms outlined in Report 17/49.

## **P2. EARLY RETIREMENT REQUESTS**

There was submitted a report by the Chief Executive (17/50) seeking approval for two requests for early retirement in the interests of efficiency of the service which required elected member consideration and approval.

### **Resolved:**

- (i) Ian Smillie be granted retirement in the interests of efficiency of the service on 31 March 2017 on the terms outlined in Report 17/50.
- (ii) Kirsty Duncan be granted retirement in the interests of efficiency of the service on 31 March 2018 on the terms outlined in Report 17/50.

~~~~~

**PERTH AND KINROSS COUNCIL  
STRATEGIC POLICY AND RESOURCES COMMITTEE  
EMPLOYEES JOINT CONSULTATIVE COMMITTEE**

Minute of meeting of the Employees Joint Consultative Committee, held in the Hay Room, Dewar's Centre, Glover Street, Perth on Thursday 24 November 2016 at 10.00am.

**Present:                   Representing Perth and Kinross Council:**

Councillors I Campbell, A Grant, and A Munro; K Robertson (Education & Children's Services) and A Taylor (Housing and Community Care).

**Present:                   Representing Trade Unions:**

F Fraser, S Hope, and G Mackie; A Thomas (Unite the Union); G Ramsay and T Todd (UCATT) and H Meldrum (GMB).

**In Attendance:**      K Donaldson (Corporate Human Resources Manager); S Munro, L Morgan, K Ridley, J Somerville (all Corporate and Democratic Services); and C Judge (Organisational Development).

**Apologies:**           Councillor I Miller; L McLaren (Unite the Union); T Maric and M Dickson (UNISON).

G Mackie, Convener, in the Chair

**1.       DECLARATIONS OF INTEREST**

There were no declarations of interest in terms of the Councillors' Code of Conduct.

**2.       MINUTE OF PREVIOUS MEETING**

The minute of meeting of the Employees Joint Consultative Committee of 22 September 2016 was submitted and approved.

**3.       MATTERS ARISING**

**(i)      Appointment of Joint Secretary (Item 3 refers)**

Following the recent retirement of Colin Coupar, Joint Secretary, George Ramsay, UCATT, was nominated as Joint Secretary of the Employees JCC by the Trade Unions. The Consultative Committee agreed this appointment.

**(ii) Fair Work Framework (Item 5(i) refers)**

The Full Council Summary of the Employee Engagement Survey - September 2016 was tabled at the meeting and the Corporate Human Resources Manager proposed that this paper be discussed together with an update on the Fair Work Framework.

C Judge reported a response rate of 52.2% to the Employee Engagement Survey and the Corporate Human Resources Manager agreed that the response rate was high and workforce agreement levels were very positive. She added that there was, however, no room for complacency.

Trade Union representatives asked what constituted a 'team' and how anonymity could be protected within small teams. An example was also given of employees being asked to elaborate on comments made in the survey by their manager. In response to results relevant to employees coping with their workload, it was suggested that this appeared contrary to the experience of reporting to UNISON.

C Judge referred to the importance of improvement actions arising from the survey; aggregating results of small teams to protect anonymity; adopting a more coaching approach by managers; and that following strategic analysis, results had already been reported to the Chief Executive.

The Convener requested that discussion of the Employee Engagement Survey continue at future meetings.

S Munro provided members with a brief update on the Fair Work Framework. She reported that the focus groups referred to at the last meeting had had taken place in October and November 2016, with 7 groups in total and that 261 employees had responded to the survey. She then referred to three areas to focus on (i) the role of line managers (ii) HR policies and (iii) communication.

S Munro suggested that Trade Union awareness feature in the corporate induction process and the Corporate Human Resources Manager suggested that a joint approach with Trade Unions by the promotion of an Inside News Bulletin also being a good way to raise employee awareness. In terms of the development of the employee induction pack, it was agreed that S Hope would liaise with C Judge.

**(iii) Living Wage (Item 7 refers)**

The Corporate Human Resources Manager reported that the new Living Wage provision of £8.45 per hour would be addressed in national pay negotiations in April 2017 and was applicable to the Council's directly employed workforce.

**(iv) Voluntary Severance Scheme (VSS) (Item 9 refers)**

The Corporate Human Resources Manager reported that the number of applicants for VSS had been confirmed on 17 November 2016 as 96 employees. She noted that the Consultative Committee had been previously advised of the increase in the severance aspect of the scheme and that 26 employees applying on those terms was a significant increase. Senior Management Teams (SMT) would make business case assessments of each of the 96 requests on 6 December 2016 and ultimately the final decision lay with the Council budget decision in February 2017.

In response to a question regarding flexible retirement options, the Corporate Human Resources Manager noted that this process was not necessarily progressed via VSS and that employees could be advised on flexible retirement options after discussion with their line-manager.

**4. SAFER RECRUITMENT**

There was submitted a report by the Corporate Human Resources Manager (G/16/255) updating the Consultative Committee on the review of the Council's safer recruitment processes and outlining next steps to support the Council in fulfilling the duties and responsibilities in safeguarding citizens from harm.

In response to a question regarding costs associated with additional medical examinations, the Corporate Human Resources Manager reported that this was currently under consideration and added that it was likely that the Council would cover costs. The Corporate Human Resources Manager also noted in response to a question regarding the potential redeployment of an employee reporting changes to fitness to drive, that conditions varied and each case would be considered individually. She added that the main aim was to encourage individual responsibility and as a very large employer, the Council would continue to match skill sets and redeploy where possible. The Convener asked how agency workers would be monitored and the Corporate Human Resources Manager confirmed that the onus would sit with the agency.

**Resolved: -**

The JCC noted the contents of Report G/16/255.

**5 MAXIMISING ATTENDANCE – ENHANCING CAPACITY AND IMPROVING PERFORMANCE**

There was submitted a report by the Corporate Human Resources Manager (G/16/256) 1. updating the Consultative Committee on the range of measures in place to promote the health and wellbeing of the Council's employees and 2. Providing an update on sickness levels, reasons, and trends at 31 March 2016.

K Ridley briefly spoke to the report and confirmed that maximising attendance was now a regular item on the JCC agenda. The Corporate Human Resources Manager referred to the Council's participation in the 'See Me' (attitudes to mental health in the workplace) survey, to interagency collaboration in this area and to 'keeping the topic live'.

**Resolved: -**

The JCC noted the contents of Report G/16/256.

**6. ANY OTHER COMPETENT BUSINESS**

**(i) Homecare Provision**

K Robertson spoke to the Consultative Committee on the reported apparent financial collapse of a local Homecare provider ??? AXIOM and of the impact of potential change on service provision. She confirmed that the Council did not have any contracts in place with this provider and H Meldrum noted that the provider had contingencies in place. The Corporate Human Resources Manager noted that the situation would continue to be monitored from the Council's perspective.

**(ii) Flexible Working**

The Convener asked for an update on the current position relevant to core hours and flexible working and the Corporate Human Resources Manager referred to flexible hours being as

7.00am-9.00am

10.00am-11.30am and

2.00pm-3.30pm.

She added that there had been a growth in flexible working and that some service areas required rigidly fixed working hours. She confirmed that the Executive Officer Team (EOT) had agreed to a two months' trial to test changes to fixed elements. The Corporate Human Resources Manager agreed that a summary would be submitted to the Consultative Committee and that information would also be available on ERIC in due course.

**(iii) UCATT**

G Ramsay reported that the Trade Union, UCATT would merge with Unite the Union on 1 January 2017.

**(iv) Budget Meeting**

The Corporate Human Resources Manager confirmed that full-time trade union officials would be sent dates to meet with EOT as part of a series of dialogue designed to provide the opportunity to look at current financial challenges.

**7. DATE OF NEXT MEETING**

The next meeting would take place on Thursday 16 February 2017 at 10.00am.





## PERTH AND KINROSS COUNCIL STRATEGIC POLICY AND RESOURCES COMMITTEE CORPORATE HEALTH, SAFETY AND WELLBEING CONSULTATIVE COMMITTEE

Minute of meeting of the Corporate Health, Safety and Wellbeing Consultative Committee held in Room 410, 2 High Street, Perth on Monday 12 December 2016 at 10.00am.

**Present:**

**Representing Perth and Kinross Council**  
Councillor B Ellis  
Councillor H Stewart  
Councillor W Wilson (substituting for P Barrett)  
G Boland, Senior Business and Resource Manager (on behalf of Director (Education and Children's Services))  
L Brady, Revenues and Benefits Service Manager (on behalf of Director(Housing and Community Care))  
C Flynn, Democratic Services Manager, Corporate and Democratic Services  
S MacKenzie, Head of Performance and Resources (on behalf of Director (Environment))  
P Steel, Human Resources Manager – Operations (on behalf of the Corporate Human Resources Manager)

**Trade Union Safety Representatives and Elected Representatives of Employee Safety Committees**  
M Blacklaws, SSTA  
L McLaren, UNITE (T&G)  
A Thomas, UNITE (AMICUS)  
T Todd, UCATT

**In attendance:** J Handling, Health, Safety and Wellbeing Manager and S Crawford, Head of Property, both the Environment Service and C Irons, Committee Officer, Corporate and Democratic Services.

**Apologies:** Councillors P Barrett and A Younger and S Peddie.

L McLaren in the Chair.

### 1. DECLARATIONS OF INTEREST

There were no Declarations of Interest made in terms of the Councillors' Code of Conduct.

### 2. MINUTES

The minute of the meeting of the Corporate Health, Safety and Wellbeing Consultative Committee of 12 September 2016 was submitted and approved as a correct record.

### **3. MATTERS ARISING**

There were no matters arising.

### **4. HEALTH AND SAFETY KEY PERFORMANCE INDICATORS – QUARTERLY REPORT**

There was submitted and noted a report by the Head of Performance and Resources, the Environment Service (G/16/282) providing the Committee with the Health and Safety Key Performance Indicators for quarter 2 of 2016/17, 1 July to 30 September 2016.

J Handling advised that there were 2 RIDDOR incidents reported which was the same number from the same quarter last year.

The total number of employee incidents was 146 which was a decrease from the previous year. The number of violence and aggression incidents covering employees and non-employees was 116 within the quarter which was 79% of all incidents.

Slips, trips and falls were the second most common cause of incidents and there were three work-related stress incidents.

The total number of non-employee incidents was 25, an increase of 3 from the previous year.

Councillor W Wilson stated it was good to see low figures but asked if there was a robust system for reporting.

J Handling advised that he was very confident of the system of reporting and of the violence & aggression management arrangement now in place.

A Thomas agreed the systems in place were effective.

L McLaren queried the provision of CALM training as there had been an issue with resourcing the training.

L Brady advised there were policies and procedures in place and the Revenues and benefits section had arranged for a Company to augment the existing training to provide additional practical help for staff.

This additional training was to be undertaken elsewhere in Housing and Community Care and then could be rolled out across the Council.

M Blacklaws queried how the training could be rolled out across the Council given the budgetary constraints.

P Steel advised that procurement for training was currently being looked at with the establishment of a corporate budget for training which would expand the number of those receiving training.

## **5. FIRE SAFETY KEY PERFORMANCE INDICATORS – QUARTERLY REPORT**

There was submitted a report by the Head of Performance and Resources, the Environment Service (G/16/283) on the monitoring of fire safety performance across Perth and Kinross Council in quarter 2 of 2016/17.

J Handling advised there had been one audit by the Scottish Fire and Rescue Service at Rio House and it was noted the recommendation had been progressed. The report noted outstanding actions from previous audits. J Handling also advised there had been no reported incidents of fire or near misses during the quarter.

S Crawford advised the report showed substantial progress since the last meeting although a number of actions remained outstanding.

M Blacklaws welcomed the inclusion in the report of timescales for work to be completed.

L McLaren welcomed the progress to date and hoped it continues.

Councillor W Wilson asked about action required at Beechgrove House and S Crawford advised a contractor had been appointed and work would start in the first quarter of the new year.

### **Resolved**

- (i) Sixteen Council premises had their Fire Risk assessment reviewed during quarter 2 of 2016/17.
- (ii) Fifty-one Council premises had outstanding actions from the previous quarter's fire risk assessment reviews, however, no outstanding actions presented an immediate risk in terms of fire safety to either occupants or visitors to Council premises.
- (iii) The Scottish Fire and Rescue Service carried out one audit of Council premises during this quarter.
- (iv) Seven Council premises had outstanding actions from the Scottish Fire and Rescue audits carried out in previous quarters and these would be addressed during 2016/17.
- (v) There were no reported incidents of fire at Council owned or operated premises during the quarter.

## **6. ANY OTHER COMPETENT BUSINESS**

There were no other items of competent business.

## **7. DATE OF NEXT MEETING**

It was noted that the next meeting would be held on Monday 13 March 2017 at 10.00am at the Council Building, 2 High Street, Perth.

~~~~~



## PROPERTY SUB-COMMITTEE

Minute of meeting of the Property Sub-Committee of the Strategic Policy and Resources Committee held in the Hay Room, First Floor, Dewar's Centre, Glover Street, Perth on Wednesday 26 October 2016 at 10.00am.

Present: Councillors A Grant, I Campbell (substituting for M Roberts), D Cuthbert, I Miller and W Wilson.

In Attendance: N Brian, L Campbell, J Janes and S Merone (all The Environment Service); G Taylor and C Irons (both Corporate and Democratic Services).

Apologies: Councillor M Roberts

Councillor A Grant, Presiding.

### 1. WELCOME AND APOLOGIES/SUBSTITUTES

The Convener welcomed all those present to the meeting and an apology and substitution was noted as above.

### 2. DECLARATIONS OF INTEREST

There were no Declarations of Interest made in terms of the Councillors' Code of Conduct.

### 3. MINUTES

The minute of meeting of the Property Sub-Committee of 17 August 2016 was submitted and approved as a correct record.

**IT WAS AGREED THAT THE PUBLIC AND PRESS SHOULD BE EXCLUDED DURING CONSIDERATION OF THE FOLLOWING ITEMS IN ORDER TO AVOID THE DISCLOSURE OF INFORMATION WHICH IS EXEMPT IN TERMS OF SCHEDULE 7A TO THE LOCAL GOVERNMENT (SCOTLAND) ACT 1973**

#### P1. SALE OF THE FORMER INVERGOWRIE PRIMARY SCHOOL, ERROL ROAD, INVERGOWRIE

There was submitted a report by the Depute Chief Executive, Environment, (Sustainability, Strategic and Entrepreneurial Development) (16/460) seeking approval for the sale of the former Invergowrie Primary School at Errol Road, Invergowrie.

**Resolved:**

- (i) The former Invergowrie Primary School be sold to the highest bidder or their nominee on the basis of the terms contained in Report 16/460 and otherwise on terms and conditions to the satisfaction of the Director (Environment) and the Head of Legal and Governance Services, be approved.
- (ii) If the sale to the highest bidder fails to conclude, the property be sold to the second highest bidder or their nominee on the basis of the terms contained in Report 16/460 and otherwise on terms and conditions to the satisfaction of the Director (Environment) and the Head of Legal and Governance Services.
- (iii) If the sale to the second highest bidder or their nominee fails to conclude, the property be remarketed at the earliest opportunity on terms and conditions to the satisfaction of the Director (Environment) and the Head of Legal and Governance Services.

**P2. ROSEBANK DEPOT, THE FEUS, AUCHTERARDER**

There was submitted a report by the Director (Environment) (16/461) seeking approval for the sale of the former Roads Depot at Rosebank, The Feus, Auchterarder.

**Resolved:**

- (i) Rosebank Depot Auchterarder be sold to the highest bidder or their nominee on the basis of the terms as set out in Report 16/461 and otherwise on terms and conditions to the satisfaction of the Director (Environment) and Head of Legal and Governance Services.
- (ii) If the sale to the highest bidder or their nominee fails to conclude, the property be sold to the second highest bidder or their nominee on terms as set out in Report 16/461 and otherwise on terms and conditions to the satisfaction of the Director (Environment) and the Head of Legal and Governance Services.
- (iii) If the sale to the second highest bidder or their nominee fails to conclude, the property should be remarketed at the earliest opportunity on terms and conditions to the satisfaction of the Director (Environment) and the Head of Legal and Governance Services.

~~~~~

## APPEALS SUB-COMMITTEE

Minute of meeting of the Appeals Sub-Committee held on Friday 2 December 2016, Wednesday 7 December 2016 and Thursday 19 January 2017 in Room 410, Fourth Floor, Council Building, 2 High Street, Perth.

Present: Councillors K Baird, B Vaughan and W Wilson.

In Attendance: Appellant, Appellant's Companion, and Appellant's Representative (D Waplington (NASUWT)); Service's Representative (S Devaney, Human Resources) and M McLaren, Legal and Governance.

### 1. APPOINTMENT OF CONVENER

It was unanimously agreed that Councillor Wilson be appointed Convener of the Appeals Sub-Committee.

Councillor Wilson took the Chair.

**IT WAS AGREED THAT THE PUBLIC AND PRESS BE EXCLUDED DURING CONSIDERATION OF THE FOLLOWING ITEM IN ORDER TO AVOID THE DISCLOSURE OF INFORMATION WHICH WAS EXEMPT IN TERMS OF SCHEDULE 7A TO THE LOCAL GOVERNMENT (SCOTLAND) ACT 1973**

### P1. APPEAL AGAINST DISMISSAL (C/HR/20/033)

The Appeals Sub-Committee was convened to consider an appeal against dismissal by a member of staff from Education and Children's Services (Principal Teacher).

The Appeals Sub-Committee considered documentation lodged by both parties and heard evidence from both representatives and their witnesses. Thereafter the parties each summed up their case and withdrew.

#### **Resolved:**

That the dismissal was found to be fair and reasonable in the circumstances and the appeal be not upheld.

~~~~~





## APPEALS SUB-COMMITTEE

Minute of meeting of the Appeals Sub-Committee held in Room 415, Council Building, 2 High Street, Perth on Friday 10 February 2017 at 9.30am.

Present: Councillors H Anderson, A Cowan and A Gaunt.

In Attendance: Appellant; Appellant's Companion, Service's Representative (S Devaney, Human Resources) and M McLaren, Legal Services.

### 1. APPOINTMENT OF CONVENER

It was unanimously agreed that Councillor A Gaunt be appointed Convener of the Appeals Sub-Committee.

Councillor Gaunt took the Chair.

### 2. PROCEDURE TO BE USED FOR DISMISSAL APPEALS

#### **Resolved:**

The procedure, as issued for the information of all present, be adopted.

**IT WAS AGREED THAT THE PUBLIC AND PRESS BE EXCLUDED DURING CONSIDERATION OF THE FOLLOWING ITEM IN ORDER TO AVOID THE DISCLOSURE OF INFORMATION WHICH WAS EXEMPT IN TERMS OF SCHEDULE 7A TO THE LOCAL GOVERNMENT (SCOTLAND) ACT 1973**

#### **P1. DISMISSAL APPEAL**

The Appeals Sub-Committee was convened to consider an appeal by a member of staff from the Environment Service against dismissal.

The Appeals Sub-Committee considered documentation lodged by both parties and heard evidence from the Service's representative and her witness, and from the Appellant and the Appellant's Companion. Thereafter the parties summed up their cases and withdrew.

#### **Resolved:**

That the dismissal was found to be fair and reasonable in the circumstances and the appeal be not upheld.

~~~~~



**Strategic Policy and Resources Committee****19 April 2017****REVENUE BUDGET 2016/17 – MONITORING REPORT NUMBER 4****Report by the Head of Finance****PURPOSE OF REPORT**

This report provides an update on progress with the 2016/17 General Fund Revenue Budget based upon the January 2017 ledger, updated for any subsequent known material movements, and the projected financial position of the Housing Revenue Account.

The total net projected under spend on the 2016/17 General Fund Management Budget is £3,578,000 (see Appendix 1).

The report also proposes a number of adjustments to the 2017/18 Final Revenue Budget (see Appendix 5).

**1. BACKGROUND / MAIN ISSUES**

- 1.1 This is the fourth report updating the Committee on progress with the 2016/17 Revenue Budget. Appendix 1 to this report summarises the current projected year end (outturn) position for each Service based upon the January 2017 ledger, updated for any subsequent known material movements.
- 1.2 The budget total reflected in Column 1 of Appendix 1 to this report is that approved by the Council in setting the Final Revenue Budget for 2016/17 on 11 February 2016 (Report No. 16/51 refers). In addition, adjustments that were approved by the Strategic Policy and Resources Committee on 20 April 2016, 21 September 2016, 30 November 2016 and 8 February 2017 (Report Nos. 16/179, 16/400, 16/527 and 17/59 refer) are reflected in Appendix 1 (Column 2).
- 1.3 The Council's Financial Regulations allow Service Directors to vire budgets up to £100,000 within their Service. Any virements between Services or in excess of £100,000 are either included in the body of the revenue monitoring report or in the appendices for approval.
- 1.4 This report details the latest projected outturns and proposed adjustments to the 2016/17 General Fund and Housing Revenue Account budgets.

## **2. PROPOSALS**

### **2.1 Service Budgets**

2.1.1 Details of variances against Service budgets are shown in Appendix 2 to this report with the most significant variances summarised below. The total net projected under spend on Service budgets, as set out in Appendix 1 to this report, is £2,789,000 which represents 0.89% of total net Service expenditure. (In the corresponding report for financial year 2015/16 the projected under spend was £7,490,000 or 2.37%).

2.1.2 The utilisation of these Service under spends is considered throughout the financial year and more recently was approved as part of the Revenue Budget strategy for future years. Specific proposals to utilise the projected under spends identified in Appendix 2 were approved by the Council on 22 February 2017 (Report No. 17/47 refers).

2.1.3 **Education & Children's Services:** The projected outturn (excluding Devolved School Management (DSM)) is currently anticipated to be £1,106,000 less than budget – an increase of £80,000 from the projected under spend last reported to Committee.

2.1.4 This movement in the projected under spend is made up of increased projected under spends or reduced projected over spends as follows:

- Additional staff slippage (£222,000) in excess of budgeted levels.
- Property costs (£43,000) due to reduced non-domestic rate charges and a number of rebates in relation to Investment in Learning schools.
- Supplies and Services (£125,000) due to further projected under spends on the Evidence to Success project, early learning and childcare provision and school meals.
- Third Party Payments (£169,000) due to an increase in the projected under spend in early learning and childcare and reductions in the projected over spends on supporting young people, direct payments and personal home care.
- Additional Support Needs (£8,000) due to movements in placements.
- Other miscellaneous movements across the Service (£7,000).

2.1.5 These movements are partially offset as follows:

- Anti-Social Behaviour / Support in the Community (£246,000) due to a number of new placements and extensions to existing placements.
- Foster Care (£122,000) due to the continued high demand for external foster carers.
- Home to School Transport (£102,000) due to a reduction in the projected under spend following the latest analysis of demand.
- Income (£24,000) due, primarily, to revised school meal projections.

- 2.1.6 There is also a projected under spend of £670,000 on Devolved School Management budgets (DSM) due, mainly, to staff costs being below budget and the receipt of income from staff secondments and the Scottish Qualifications Authority. It is anticipated that, in line with the approved DSM scheme, the eventual over and under spends will be carried forward into 2017/18.
- 2.1.7 The projected carry forward of £670,000 represents 0.79% of the overall DSM budget.
- 2.1.8 **Health & Social Care:** The projected outturn is currently anticipated to be in line with budget which is consistent with the position last reported to the Strategic Policy and Resources Committee.
- 2.1.9 This latest revenue monitoring position reflects reductions in projected under spends as follows:
- Older People (£224,000) due to additional external supply becoming available.
  - Other Community Care Services (£38,000) due to revised staff cost projections and an increased bad debt provision.
- 2.1.10 These movements are partially offset by an increased projected under spend in Learning Disabilities (£14,000) due to additional staff slippage.
- 2.1.11 The net impact of these movements is that there is potentially £248,000 less available to be carried forward in the Council's Reserves to 2017/18 for future health and social care related transformation activity. This position will be kept under review to reflect the final outturn.
- 2.1.12 In addition the Council has previously approved that £1,386,000 of the projected under spend would be carried forward in the Reserves of the Integrated Joint Board for agreed projects (Report No. 17/47 refers).
- 2.1.13 **Housing & Community Safety:** The projected outturn is currently anticipated to be £472,000 less than budget – an increase of £183,000 from the projected under spend reported to the last Committee.
- 2.1.14 This movement is made up of an increased projected under spend in Finance and Support (£227,000) due, primarily, to further staff slippage.
- 2.1.15 These movements are partially offset by:
- Housing: (£37,000) due, in the main, to further reductions in income at Greyfriars and Rio.
  - Strategic Support and Commissioning: (£7,000) due to updated staff cost projections.

2.1.16 **The Environment Service:** The projected outturn is currently anticipated to be £820,000 less than budget – a reduction of £659,000 from the projected under spend last reported to Committee.

2.1.17 This latest revenue monitoring position reflects movements as follows:

- Projected shortfall in planning and building warrant income based on the latest level of applications (£200,000).
- A reduction in the projected under spend on street lighting energy costs (£75,000).
- A projected over spend on reactive property maintenance based on latest activity levels (£200,000).
- The repayment of UK Department of Culture Media and Sport grant funding (£184,000) in relation to a city centre broadband voucher scheme due to limited uptake because of strict parameters that affected eligibility.

2.1.18 **Corporate and Democratic Services:** The projected outturn is currently anticipated to be £391,000 less than budget – an increased projected under spend of £41,000 from the position last reported to Committee.

2.1.19 This latest revenue monitoring position reflects movements to projected under spends as follows:

- Further staff slippage in excess of budgeted levels across the Service (£45,000).
- Other projected net over spends across the Service (£4,000).

## 2.2 Movements in Funding

2.2.1 Since Revenue Monitoring Report No. 3 was approved by this Committee (Report No. 17/59 refers) notification has been received of additional resources in the current financial year from a number of sources as set out in paragraphs 2.2.2 and 2.2.5 and Appendix 3.

### 2.2.2 Scottish Government Revenue Support Grant

- Teacher Induction Scheme: reduction of £2,000 (Education & Children's Services (ECS))
- Council Tax Reduction Scheme Admin: increase of £39,000 (Housing & Community Care)
- "Minor Adjustments": reduction of £7,000 (Reserves)

2.2.3 The Scottish Government has advised that the net increase in Revenue Support Grant identified at 2.2.2 of £30,000 will be made through a redetermination of the Council's Revenue Support Grant. It is therefore necessary to adjust the budget for Education & Children's Services, Housing and Community Safety and Revenue Support Grant with the balance being funded from Reserves.

- 2.2.4 **ACTION:** The Committee is asked to approve the adjustments set out at 2.2.2. These adjustments are reflected in Appendix 1 (Column 3) to this report.

#### Other Funding (£151,338)

- 2.2.5 Other funding amounting to £151,338 will be paid outside the Revenue Support Grant mechanism as Other Grant income and is therefore cost neutral in terms of the budget summary. Details of this Other Funding are set out in Appendix 3.
- 2.2.6 **ACTION:** The Committee is asked to note the receipt of £151,338 of additional resources, with this funding being reflected within Education & Children's Services, Housing and Community Safety and the Environment Service as additional grant income. The current projected outturn assumes that all of these additional resources will be fully expended in 2016/17 or will be carried forward in the Annual Accounts under proper accounting practice.

### **2.3 Virements**

#### Contribution to/from Capital Fund

- 2.3.1 In line with the strategy for managing the Council's Capital Programme over the medium term (as reported to Council on 22 June 2016 – Report No. 16/277 refers) it is recommended that the eventual over or under spend on Capital Financing Costs and Interest on Revenue Balances be transferred from or to the Capital Fund.
- 2.3.2 The latest monitoring indicates an increase in the projected outturn for capital financing costs (loan charges) of £66,000 and an increase in the level of projected income from Interest on Revenue Balances of £8,000. The variances reflect the latest treasury activity undertaken by the Council including the acceleration of borrowing to take advantage of low interest rates to generate savings over the longer term.
- 2.3.3 **ACTION:** The Committee is requested to approve the virement of £66,000 to the Capital Financing Costs (Loan Charges) Budget and £8,000 to Interest on Revenue Balances with a net reduction of £58,000 in the projected Contribution from the Capital Fund. These adjustments have been reflected in Appendix 1 (Column 4) to this report.

#### Private Sector Housing Grant

- 2.3.4 The Executive Director (Housing and Community Safety) is currently projecting a further under spend of £222,000 on Private Sector Housing Grants in the current financial year based on existing levels of demand. This Capital Grant will be used to meet other planned capital expenditure in 2016/17. It is proposed that this funding is reinstated in future years subject to confirmation of demand and consideration of future levels of funding as part of the Revenue Budget process.

- 2.3.5 **ACTION:** The Committee is asked to approve a reduction in the Housing and Community Safety Revenue Budget of £222,000 in 2016/17 with a corresponding reduction in the Capital Grant Budget. This adjustment is reflected in Appendix 1 (Column 4) to this report. The Revenue Budget for Housing and Community Care will be increased in future years subject to confirmation of demand for this funding.

#### CIPFA Code of Practice

- 2.3.6 The CIPFA Code of Practice on Local Authority Accounting in the United Kingdom 2016/17, under which the Council's Annual Accounts are prepared, has introduced new formats and reporting requirements for the Comprehensive Income and Expenditure Statement and Movements in Reserves Statement, and the introduction of a new Expenditure and Funding Analysis.
- 2.3.7 The Code now requires that the service analysis within the Accounts is based on the organisational structure under which the authority operates. The adjustments proposed below and summarised in Appendix 1 reflect the management structure of the Council and will ensure that the Annual Accounts are consistent with this. The proposed adjustments are summarised in the following table.

	£'000	£'000
Education and Children's Services	(10,489)	
Culture Services		10,489
Housing and Community Care	(65,083)	
Housing and Community Safety		15,647
Health and Social Care		49,436

- 2.3.8 **ACTION:** The Committee is asked to approve the adjustments to reflect the CIPFA Code of Practice summarised in the table at 2.3.7. These adjustments are reflected in Appendix 1 (Column 4) to this report.

## **2.4 Movements in Reserves**

### Youth Employability

- 2.4.1 The projected outturn for Youth Employability (Modern Apprenticeships and Professional Trainees) has been updated to show an under spend of £45,000 in the current financial year. In line with previous practice it is proposed that the final under spend in this area (currently projected at £45,000) be carried forward in Reserves to meet commitments in future years.



- 2.4.2 **ACTION:** The Committee is asked to approve the transfer of the final under spend on Youth Employability (currently projected at £45,000) from Corporate and Democratic Services to Reserves to support initiatives in future years. This adjustment has been reflected in Appendix 1 (Column 5) to the report.

#### Voluntary Severance Scheme

- 2.4.3 On 22 February the Council approved the 2017/18 Final Revenue Budget (Report No. 17/47 refers). This included the financial implications of the latest Voluntary Severance Scheme that was promoted in late 2016.
- 2.4.4 The Voluntary Severance Scheme was introduced to avoid compulsory redundancies as far as possible, and to facilitate significant levels of recurring savings to the Council. The 39 applications referred to in the 2017/18 Revenue Budget report and two further applications result in upfront costs of £1,282,000 to generate recurring full year savings of £1,148,000 which represents a payback period of 13.4 months.
- 2.4.5 Approval is now sought to transfer from Reserves to Services the funding required to meet the cost of the scheme, which will be accounted for in 2016/17. This comprises redundancy, strain on the fund and added year lump sums.
- 2.4.6 The costs for the General Fund are as follows –
- Education & Children's Services - £449,000
  - Housing & Community Safety - £424,000
  - The Environment Service - £175,000
  - Corporate and Democratic Services - £234,000
- 2.4.7 **ACTION:** The Committee is asked to approve the transfer of funding to Education & Children's Services (£449,000); Housing & Community Safety (£424,000); the Environment Service (£175,000) and Corporate and Democratic Services (£234,000) from Reserves to fund the Voluntary Severance Scheme. This adjustment is reflected in Appendix 1 (Column 5) to this report.

#### Corporate Transformation Programme Projects

- 2.4.8 Approval is sought to rephase budgets for a number of Corporate Transformation Programme projects leading to adjustments to budgets in 2016/17 as set out below.
- Communities First – increase of £121,000 (Health and Social Care) (H&SC)
  - Review of Older People's Services – reduction of £53,000 (H&SC)
  - Review of Community Care Packages for Adults – reduction of £3,000 (H&SC)
  - Review of Homeless Service – reduction of £32,000 (Housing and Community Safety)

- Collaborative Working – reduction of £150,000 (Corporate and Democratic Services) (CDS)
- Finance Transformation Review – reduction of £20,000 (CDS)

2.4.9 **ACTION:** The Committee is asked to approve the adjustments listed above in relation to Corporate Transformation Programme projects. These adjustments are reflected in Appendix 1 (Column 5) to the report.

#### Winter Maintenance

2.4.10 The Director (Environment) is currently projecting an under spend of around £450,000 on winter maintenance following the mild winter. The Revenue Budget Flexibility Scheme (Report No. 01/306 refers) specifically excludes under spends on winter maintenance from the scheme as over spends may be funded from Reserves. On that basis approval is sought to transfer the final under spend from the Environment Service to Reserves.

2.4.11 **ACTION:** The Committee is asked to approve the transfer of the final under spend on winter maintenance, currently estimated at £450,000, from the Environment Service to Reserves. This adjustment is reflected in Appendix 1 (Column 5) to the report.

### **3. CORPORATE BUDGETS**

#### Contributions to Tayside Valuation Joint Board

3.1 The Treasurer of the Tayside Valuation Joint Board is currently projecting an under spend of £23,000 primarily due to reduced staff costs. Perth and Kinross Council's share of this projected under spend is approximately £9,000. This under spend is reflected in Appendix 1.

#### Un-Funded Pensions Costs

3.2 Based on the latest invoices from Dundee City Council, who administer Tayside Pension Fund, there is a projected under spend of £100,000. This under spend has arisen due to the phasing of staff departures under the Voluntary Severance Scheme approved in February 2016. This under spend is reflected in Appendix 1.

#### Council Tax Income

3.3 The latest monitoring of Council Tax Income indicates that additional income in excess of budget will be generated in the current year in the order of £680,000. The primary reasons for this additional income are anticipated favourable movements in the provisions for bad debts (£400,000) and a net increase in the Council Tax base in excess of budget assumptions (£100,000).

3.4 In addition there is a projected under spend on the Council Tax Reduction Scheme (£180,000) due to lower than budgeted activity in this area.

- 3.5 These projections are indicative at this stage and are subject to further changes in a number of variables including further movement in the tax base; movements in the level of provisions; effects of exemption and discount reviews and in year collection levels. This additional income is reflected in Appendix 1.
- 3.6 The Prescription (Scotland) Bill is currently at the consultation stage. This draft Bill includes a proposal that Council Tax and Non-Domestic Rates debt would be prescribed (i.e. may no longer be pursued for collection if no action has been taken) after five years. Under the current legislation debt that has proceeded to Summary Warrant stage is exempt from this. A report will be brought to a future Committee meeting once the full impact is assessed. In the meantime it may be necessary to consider the potential of this draft Bill in determining provisions for local taxes debt.

#### **4. HOUSING REVENUE ACCOUNT (HRA)**

- 4.1 The Executive Director (Housing and Community Safety) is currently projecting a planned reduction in expenditure of £18,000 on the Housing Revenue Account (HRA) in order to increase the balance on the HRA Reserve to £800,000 in accordance with the approved strategy for managing Housing Revenue Account Balances.
- 4.2 This latest revenue monitoring position also reflects movements to projected over spends in:
- Letham and North (£296,000) following receipt of the final costs of the response to the flooding in Alyth that took place in July 2015.
  - Income (£85,000) due to a further projected reduction in rents, primarily from Council houses.
- 4.3 This latest revenue monitoring position reflects movements to projected under spends in:
- Further increases in staff cost slippage in Improvements & South (£17,000), Perth City & Specialist (£27,000) and Housing Management (£4,000).
  - Administration (£26,000) as a result of a reduced contribution to the Insurance Fund.
- 4.4 The net projected movements described above result in a reduction in the projected contribution to Capital Financed from Current Revenue (CFCR) (£307,000) available for the HRA Capital Programme.
- 4.5 Full details of the movement against the HRA Revenue Budget are set out in Appendix 4.

## 5. 2017/18 REVENUE BUDGET

- 5.1 Since the 2017/18 Final Revenue Budget was set on 22 February 2017 (Report No. 17/47 refers) there have been a number of adjustments identified which are explained below and included in Appendix 5.

### Movements in Funding

- 5.2 Scottish Government: Revenue Support Grant (£613,000)

- 1+2 Languages Support: £79,000 (Education & Children's Services)
- Discretionary Housing Payment: £534,000 (Housing & Community Safety)

- 5.3 The Scottish Government has advised that the increase in Revenue Support Grant for 2017/18 identified at paragraph 5.2 of £613,000 will be made through a redetermination of the Council's Revenue Support Grant. It is therefore necessary to adjust the net Revenue Budgets for Education & Children's Services, Housing & Community Safety and Revenue Support Grant.

- 5.4 **ACTION:** The Committee is asked to approve the following adjustments to the Education & Children's Services (£79,000) and Housing & Community Safety (£534,000) budgets to reflect the revised allocation of resources for 2017/18 being made through Revenue Support Grant. These adjustments are reflected in Appendix 5 (Column 2) to this report.

- 5.5 Other funding amounting to £506,470 will also be received from the Department of Work and Pensions (DWP) as other grant income in 2017/18 and is therefore cost neutral in terms of the budget summary. Details of this other funding are set out in the following table.

Housing Benefit Admin Subsidy (Housing & Community Safety H&CS)	£487,058
Universal Credit & New Burdens (H&CS)	£19,412
<b>TOTAL</b>	<b>£506,470</b>

- 5.6 **ACTION:** The Committee is asked to note the receipt of £506,470 of additional resources for 2017/18 with this funding being reflected within Housing & Community Safety as additional grant income. It is assumed that all of these additional resources will be fully expended in 2017/18.

- 5.7 The Council has also received notification of additional funding of £621,000 in 2017/18 towards Early Learning and Childcare. This funding will support workforce development and expansion towards 1,140 hours of childcare. Funding will be made available outwith the Local Government Settlement therefore approval is sought to adjust the budgets for Education and Children's Services and Ring Fenced Grant in 2017/18.

- 5.8 **ACTION:** The Committee is asked to approve the adjustment of £621,000 to the Education & Children's Services and Ring Fenced Grant in 2017/18. These adjustments are reflected in Appendix 5 (Column 2) to this report.

#### Flood Studies

- 5.9 Capital Grant funding of £205,000 has been received to take forward a number of flood studies. Approval is sought to adjust the budgets for the Environment Service and Capital Grant to allow these works to progress.
- 5.10 **ACTION:** The Committee is asked to approve the virement of £205,000 between the Environment Service and Capital Grant to progress a number of flood studies. This adjustment is reflected in Appendix 5 (Column 3) of this report.

#### Corporate Transformation Programme

- 5.11 The Council meeting on 1 July 2015 (Report No. 15/292) and Strategic Policy and Resources Committee on 10 February 2016 (Report No's 16/45 and 16/50) approved a number of transformation projects. The funding required for these projects in 2017/18 is set out in Appendix 6.
- 5.12 **ACTION:** The Committee is asked to approve the transfer of £296,000 to Education and Children's Services, £806,000 to Health and Social Care, £109,000 to Housing and Community Safety, £264,000 to the Environment Service and £1,235,000 to Corporate and Democratic Services from the earmarked Reserve for Transformation (including Workforce Management and Organisational Change) in 2017/18. These adjustments are reflected in Appendix 5 (Column 4) to this report.

#### Perth High School Feasibility Study

- 5.13 The Reserves Strategy approved by Council on 22 February 2017 (Report No. 17/48 refers) included £100,000 in an earmarked Reserve for Corporate Feasibility Studies.
- 5.14 It is proposed that the £100,000 is transferred from Reserves to the Environment Service in 2017/18 to fund a feasibility study into the replacement of Perth High School. Specifically this will fund the engagement of design consultants as well as surveys and physical investigations of the ground/utilities on the site.
- 5.15 **ACTION:** The Committee is asked to approve the transfer of £100,000 from Reserves to the Environment Service to fund a feasibility study into the replacement of Perth High School. This adjustment is reflected in Appendix 5 (Column 4) to this report.

### Care at Home Project

- 5.16 The Strategic Policy and Resources Committee of 8 February 2017 approved the earmarking of £598,000 in the Council Reserves to support future health and social care transformation (Report No. 17/59 refers). This was also included in the Reserves Strategy approved by Council on 22 February 2017 (Report No 17/48 refers). Approval is sought to allocate £350,000 of this funding towards a review of Care at Home. This non-recurring funding will create additional capacity, primarily for staff on a fixed term basis, to take forward the review and maintain the existing service.
- 5.17 **ACTION:** The Committee is asked to approve the transfer of £350,000 from the earmarked Reserve for future health and social care transformation to Health and Social Care to fund the review of the Care at Home project. This adjustment is reflected in Appendix 5 (Column 4) of this report.

### Bridge Feasibility Studies

- 5.18 The Reserves Strategy that was approved by Council on 22 February 2017 (Report No. 17/48 refers) included an earmarked Reserve for testing and assessment of the Queens Bridge, Perth and Old Perth Bridge. Approval is sought for the transfer of £122,000 in 2017/18 to commence these works.
- 5.19 **ACTION:** The Committee is asked to approve the transfer of £122,000 from Reserves to the Environment Service to commence testing and assessment works on the Queens Bridge, Perth and Old Perth Bridge. This adjustment is reflected in Appendix 5 (Column 4) of this report.

### Corporate Digital Platform

- 5.20 The 2017/18 Revenue Budget for the Environment Service includes £230,000 for the Corporate Digital Platform which is the subject of a separate report to this Committee (Report No. 17/156 refers). Approval is sought to transfer this funding to the earmarked Reserve for Transformation (including Workforce Management and Organisational Development) to be released as the project progresses.
- 5.21 **ACTION:** The Committee is asked to approve the transfer of £230,000 from the Environment Service to the earmarked Reserve for Transformation (including Workforce Management and Organisational Development). This adjustment is reflected in Appendix 5 (Column 4) to this report.

### National Care Home Contract

- 5.22 Negotiations have concluded on the national care home contract rate following discussions between COSLA and the Care Home Providers. The new rate of 2.8% is in excess of the level budgeted and may result in a cost pressure of c£178,000 in 2017/18. This potential over spend will be included in the revenue monitoring submissions that will be reported to future meetings of the Strategic Policy and Resources Committee.

## Perth and Kinross Integration Joint Board

- 5.23 At its meeting on 24 March 2017 Perth and Kinross Integrated Joint Board considered a report on the 2017/18 Budget (Report No. G/17/50 refers). The report concluded that the level of social care pressures has been prudently estimated in development of the budget proposition and that the social care savings planned for 2017/18 are deliverable and do not conflict with the delivery of Strategic Plan objectives. Furthermore a number of the savings proposals significantly support the Strategic Plan intentions.
- 5.24 The Chief Finance Officer was therefore able to recommend that the Integrated Joint Board approve the budget proposition as the basis for the budget requisition to be made to Perth & Kinross Council for 2017/18 by way of a Direction to be issued by 31 March 2017. The Chief Officer was also able to recommend approval of the savings plans set out to deliver a balanced financial position in 2017/18.
- 5.25 **ACTION:** The Committee is asked to note that the Perth and Kinross Integrated Joint Board has approved a budget requisition consistent with the 2017/18 Revenue Budget proposition from Perth and Kinross Council.

## **6. CONCLUSION AND RECOMMENDATIONS**

- 6.1 The total net projected under spend on the General Fund net expenditure, as set out in Appendix 1 to this report, is £3,578,000.
- 6.2 Additionally the projected planned under spend on Devolved School Management Budgets currently stands at £670,000.
- 6.3 The Executive Director (Housing and Community Safety) is currently projecting a planned under spend of £18,000 in order increase the balance on the HRA Reserve to £800,000 in accordance with the approved strategy for managing Housing Revenue Account Balances.
- 6.4 The Committee is requested to:
- § Note the contents of the report;
  - § Approve the adjustments to the 2016/17 Management Revenue Budget detailed in Appendix 1 and Section 2 above;
  - § Approve 2016/17 Service virements summarised in Appendices 2 and 4;
  - § Approve the adjustments to the 2017/18 Council Approved Budget detailed in Section 5 and Appendix 5 above;
  - § Note that the Perth and Kinross Integrated Joint Board has approved a budget requisition consistent with the 2017/18 Revenue Budget proposition from Perth and Kinross Council.

**Author(s)**

<b>Name</b>	<b>Designation</b>	<b>Contact Details</b>
Scott Walker	Chief Accountant	<a href="mailto:chxfinance@pkc.gov.uk">chxfinance@pkc.gov.uk</a>

**Approved**

<b>Name</b>	<b>Designation</b>	<b>Date</b>
John Symon	Head of Finance	28 March 2017



## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

<b>Strategic Implications</b>	<b>Yes / None</b>
Community Plan / Single Outcome Agreement	None
Corporate Plan	Yes
<b>Resource Implications</b>	
Financial	Yes
Workforce	Yes
Asset Management (land, property, IST)	Yes
<b>Assessments</b>	
Equality Impact Assessment	Yes
Strategic Environmental Assessment	Yes
Sustainability (community, economic, environmental)	Yes
Legal and Governance	None
Risk	None
<b>Consultation</b>	
Internal	Yes
External	None
<b>Communication</b>	
Communications Plan	None

### 1. Strategic Implications

#### 1.1 Corporate Plan

1.1.1 The Council's Corporate Plan 2013 – 2018 lays out five outcome focussed strategic objectives which provide clear strategic direction, inform decisions at a corporate and service level and shape resources allocation. They are as follows:

- (i) Giving every child the best start in life;
- (ii) Developing educated, responsible and informed citizens;
- (iii) Promoting a prosperous, inclusive and sustainable economy;
- (iv) Supporting people to lead independent, healthy and active lives; and
- (v) Creating a safe and sustainable place for future generations.

1.1.2 This report relates to all of these objectives.

### 2. Resource Implications

#### 2.1 Financial

2.1.1 There are no direct financial implications arising from this report other than those reported within the body of the main report.

## 2.2 Workforce

- 2.2.1 There are no direct workforce implications arising from this report other than those reported within the body of the main report.

## 2.3 Asset Management (land, property, IT)

- 2.3.1 There are no direct asset management implications arising from this report other than those reported within the body of the main report.

## 3. **Assessments**

### 3.1 Equality Impact Assessment

- 3.1.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.
- 3.1.2 The information contained within this report has been considered under the Corporate Equalities Impact Assessment process (EqIA) and has been assessed as **not relevant** for the purposes of EqIA.

### 3.2 Strategic Environmental Assessment

- 3.2.1 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals.
- 3.2.2 The information contained within this report has been considered under the Act. However, no action is required as the Act does not apply to the matters presented in this report.

### 3.3 Sustainability

- 3.3.1 Under the provisions of the Local Government in Scotland Act 2003 the Council has to discharge its duties in a way which contributes to the achievement of sustainable development. In terms of the Climate Change Act, the Council has a general duty to demonstrate its commitment to sustainability and the community, environmental and economic impacts of its actions.
- 3.3.2 The information contained within this report has been considered under the Act. However, no action is required as the Act does not apply to the matters presented in this report.

## **4. Consultation**

### **4.1 Internal**

- 4.1.1 The Chief Executive, Depute Chief Executives and Directors have been consulted in the preparation of this report.

## **2. BACKGROUND PAPERS**

- 2.1 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.

## **3. APPENDICES**

Appendix 1 – General Fund 2016/17 Revenue Budget - Summary

Appendix 2 – General Fund 2016/17 Projected Outturn – Service Analysis

Appendix 3 – Other 2016/17 Funding

Appendix 4 – Housing Revenue Account 2016/17 Projected Outturn

Appendix 5 – General Fund 2017/18 Revenue Budget – Summary

Appendix 6 – Transformation Funding – 2017/18



# PERTH & KINROSS COUNCIL GENERAL FUND 2016/17 REVENUE BUDGET - SUMMARY

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	2016/17 Council Approved Budget Feb-16	Previously Approved Adjustments (Net)	Movements in Funding	Virements	Movements in Reserves	2016/17 Revised Mgt Budget	Projected Outturn	Variance to Revised Mgt Budget	Variance to Revised Mgt Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%
<i>Reference: Section in Report</i>		1.2	2.2	2.3	2.4		2.1		
<b>SERVICE</b>									
Education & Children's Services	171,854	(3,049)	(2)	(10,489)	449	158,763	157,657	(1,106)	(0.70%)
Housing & Community Care	65,466	(422)	39	(65,083)		0	0	0	0.00%
Health & Social Care	0			49,436	65	49,501	49,501	0	0.00%
Housing & Community Safety	0			15,425	392	15,817	15,345	(472)	(2.98%)
The Environment Service	57,969	5,085			(275)	62,779	61,959	(820)	(1.31%)
Corporate & Democratic Services	14,399	50			19	14,468	14,077	(391)	(2.70%)
Culture Services	0			10,489		10,489	10,489	0	0.00%
<b>Sub - Total: Service Budgets</b>	<b>309,688</b>	<b>1,664</b>	<b>37</b>	<b>(222)</b>	<b>650</b>	<b>311,817</b>	<b>309,028</b>	<b>(2,789)</b>	<b>(0.89%)</b>
<b>Corporate Budgets</b>									
Contribution to Valuation Joint Board	1,166					1,166	1,157	(9)	(0.77%)
Capital Financing Costs	16,352	(1,503)		66		14,915	14,915	0	0.00%
Interest on Revenue Balances	(200)	58		(8)		(150)	(150)	0	0.00%
Net Contribution to/(from) Capital Fund	(586)	539		(58)		(105)	(105)	0	0.00%
Contribution to/(from) Renewal and Repair Fund	0	(822)				(822)	(822)	0	0.00%
Trading Operations Surplus	(250)					(250)	(250)	0	0.00%
Support Service External Income	(1,888)					(1,888)	(1,888)	0	0.00%
Un-Funded Pension Costs	1,551					1,551	1,451	(100)	(6.45%)
Discretionary Relief	150					150	150	0	0.00%
<b>Net Expenditure (General Fund)</b>	<b>325,983</b>	<b>(64)</b>	<b>37</b>	<b>(222)</b>	<b>650</b>	<b>326,384</b>	<b>323,486</b>	<b>(2,898)</b>	<b>(0.89%)</b>
<b>Financed By:</b>									
Revenue Support Grant	(184,101)	(2,969)	(30)			(187,100)	(187,100)	0	0.00%
Ring Fenced Grant	(113)					(113)	(113)	0	0.00%
Non Domestic Rate Income	(57,555)					(57,555)	(57,555)	0	0.00%
Council Tax Income	(73,664)	(1,300)				(74,964)	(75,464)	(500)	(0.67%)
Council Tax Reduction Scheme	6,249					6,249	6,069	(180)	(2.88%)
Capital Grant	(6,944)	4,670		222		(2,052)	(2,052)	0	0.00%
<b>Total Financing</b>	<b>(316,128)</b>	<b>401</b>	<b>(30)</b>	<b>222</b>	<b>0</b>	<b>(315,535)</b>	<b>(316,215)</b>	<b>(680)</b>	<b>(0.22%)</b>
<b>Financed from/(returned to) Reserves including use of Budget Flexibility b/fwd</b>	<b>9,855</b>	<b>337</b>	<b>7</b>	<b>0</b>	<b>650</b>	<b>10,849</b>	<b>7,271</b>	<b>(3,578)</b>	



**PERTH AND KINROSS COUNCIL - GENERAL FUND 2016/17 PROJECTED OUTTURN - SERVICE ANALYSIS**  
**(Based on Expenditure to 31 January 2017)**

SERVICE	Variance £'000	Variance £'000	Summary of Service Variances
<b>Education &amp; Children's Services (ECS)</b>			
Total	(1,106)		
			<b><u>Devolved School Management (DSM)</u></b>
		(470)	<b><u>Staff Costs</u></b> Teachers salaries projected under spend of £1,649,000 due to staff turnover. Single Status staff are projected to under spend by £527,000 also due to staff turnover. This is offset by a slippage target for 2016/2017 of £1,706,000.
		(200)	<b><u>Income</u></b> Projected additional income of £200,000 offsets additional expenditure on staff costs included above for secondments and SQA work.
		670	The projected DSM carry forward for 2016/17 is £670,000 which is a reduction of £588,000 on the balance brought forward from 2015/16. This level of carry forward represents approximately 0.79% of the overall DSM budget.
			<b><u>Other Education &amp; Children's Services Sectors:</u></b>
		(1,397)	<b><u>Staff Costs</u></b> This projected under spend is made up of movements across all sectors and cost centres and is after recognising a slippage target of £841,000.
		(11)	<b><u>Property Costs</u></b> Projected under spend in relation to Non-Domestic Rates for 2016/17 following a number of refunds.
		(688)	<b><u>Supplies and Services</u></b> Projected under spend in Early Learning and Childcare provision (£68,000), school meals (£85,000), portable appliance testing (£20,000) and Evidence 2 Success (£515,000) due to the phasing of expenditure.
		(32)	<b><u>Transport Costs</u></b> Projected under spend on car allowances, travel and subsistence payments.
		(156)	<b><u>Home to School Transport</u></b> Projected under spend based on the latest analysis of activity and demand.
		(134)	<b><u>Third Party Payments</u></b> There is a projected under spend in Early Learning and Childcare (£261,000) offset by a projected over spend in Children, Young People and Families for supporting young people (£89,000) and Direct Payments & Personal Home Care (£38,000).
		(427)	<b><u>Residential Schools/Foster Care and Kinship Care:</u></b> The budget for young people with Additional Support Needs (ASN) who are educated out with the Council's mainstream school provision is projected to under spend in the current financial year due to a lower level of placements than that assumed in setting the original revenue budget.
		857	The budget for young people with complex behavioural issues which includes a number of pupils placed within secure schools is projected to over spend based on current activity levels.
		217	Support in the Community is projected to over spend based on the existing number of placements.
		869	The Foster care budget is projected to over spend (£861,000) due to high demand for external foster carers to date partially offset by a projected under spend on Kinship care (£19,000).
		(48)	<b><u>Loan Charges</u></b> Projected under spend on prudential borrowing loan charges due to revised projections for land disposals.
		(25)	<b><u>Income</u></b> Projected additional income of £25,000. The main areas are Out of School Kids Clubs (£45,000); recharging other authorities for Pupil Support Assistants and Learning Support (£19,000); Police Scotland (£6,000) for Child Protection Inter Agency work; Duke of Edinburgh Awards (£11,000), school lets (£21,000), Strathearn Community Wing (£3,000), Internal Recharges (£10,000), Instrumental Music Service (£4,000) and Rattray Community Connect (£1,000). These are partially offset by reduced Renewable Heat Initiative income (£80,000) due to delays in changes to plant and equipment and reduced rental income at Wellbank House (£15,000).
		(131)	Income in relation to community empowerment.

**PERTH AND KINROSS COUNCIL - GENERAL FUND 2016/17 PROJECTED OUTTURN - SERVICE ANALYSIS**  
**(Based on Expenditure to 31 January 2017)**

SERVICE	Variance £'000	Variance £'000	Summary of Service Variances
<b>Health and Social Care Partnership</b>			
Total	0		
	(1,201)		<b>Older People</b> There is a projected under spend on Care At Home (£43,000) due to recruitment delays and a shortage of external supply; Care Teams (£252,000) as the Service moves to locality team models; Occupational Therapy (£55,000) staff slippage and equipment purchases; LA Residential Homes (£270,000) due to increased income and staff slippage and Day Care (£161,000) due to staff slippage and the accelerated delivery of savings and external residential placements (£152,000) due to a higher turnover of clients compared to budget. The accelerated delivery of further approved savings (£170,000) and the recovery of unutilised Direct Payments (£98k) has further contributed to this projected under spend.
	(474)		<b>Learning Disabilities</b> There is a projected under spend due to staff slippage in day care (£84,000), the accelerated delivery of approved savings (£296,000), savings following the move to a locality structure (£74,000), a reduction in purchased services (£62,000), Direct Payments (£86,000) and the receipt of non-recurring income (£9,000). This is partially offset by projected over spends on external residential placements (£93,000) and supported living projects (£44,000).
	(61)		<b>Other Community Care Services</b> The accelerated delivery of approved savings will deliver additional savings in the current year (£239,000). Addition Services are projecting an under spend due to additional staff slippage (£65,000). Management cost centres are projected to over spend due to the non-achievement of slippage targets (£136,000) and an increased provision for bad debts (£151,000) partially offset by additional income from the approved Contributions Policy (£44,000).
	1,386		Transfer to Perth and Kinross Health and Social Care Partnership for approved projects
	598		Approved transfer to earmarked Reserves on 22 February 2017 (Report No. 17/59 refers)
	(248)		Potential reduction in contribution to Reserves based on latest projections.
<b>Housing and Community Safety</b>			
Total	(472)		
	461		<b>Housing</b> There is a projected over spend on Temporary Accommodation (£269,000) as the Homefirst service delivery model is rolled out on a phased basis and reduced income at Greyfriars and Rio (£202,000) due to occupancy levels being lower than that budgeted. This is partially offset by additional net slippage on staff costs (£10,000).
	(717)		<b>Finance and Support</b> Projected under spend due to additional income from statutory additions (£58,000), accelerated delivery of approved savings (£190,000), additional non-recurring income (£196,000), additional staff slippage (£156,000) and other miscellaneous under spends (£117,000).
	(117)		<b>Strategic Support and Commissioning</b> Accelerated delivery of approved savings (£155,000) and additional non-recurring income (£5,000) partially offset by projected over spends on staff costs (£43,000).
	(99)		<b>Community Safety</b> There is a projected under spend due to additional staff slippage and reduced third party payments (£86,000) and the accelerated delivery of approved savings (£13,000).



**PERTH AND KINROSS COUNCIL - GENERAL FUND 2016/17 PROJECTED OUTTURN - SERVICE ANALYSIS**  
**(Based on Expenditure to 31 January 2017)**

SERVICE	Variance £'000	Variance £'000	Summary of Service Variances
<b>The Environment Service</b>			
Total	(820)		
		(250)	<b><u>Service Wide Staffing Budgets</u></b> Projected slippage in excess of target across the Service
		40	<b><u>Community Greenspace</u></b> Contribution to Tayside Landscape Partnership
		60	<b><u>Planning and Regeneration</u></b> Provision of free public Wi-Fi network in Perth City Centre
		65	Investment in marketing and promotion across Perth and Kinross
		(140)	Projected additional income from commercial lets
		(215)	Projected rephasing of expenditure in relation to European Social Fund to deliver approved projects
		(32)	Rephasing of funding to support Perth Visitor Information Centre
		(25)	Rephasing of funding for vacant property initiative
		(219)	Rephasing of rural broadband funding to match Leader funding
		184	Repayment of grant funding to Scottish Government in relation to a broadband voucher scheme
		(28)	Rephasing of Perth and Kinross Recruitment Initiatives funding to meet existing commitments
		(50)	Rephasing of City Development funding for environmental improvements
		200	Projected shortfall in Planning and Building Warrant income
		(150)	<b><u>Operations &amp; Waste Strategy</u></b> Projected saving on fuel costs based on current price and consumption estimates.
		(100)	Projected non-recurring saving on loan charges based on existing vehicle replacement programme
		(220)	<b><u>Roads &amp; Transport</u></b> Depot recharge to Tayside Contracts
		120	Share of depot recharge costs for PKC roads maintenance activities
		100	Share of South Inch pumping station repair costs and additional reactive roads maintenance costs
		(80)	Projected additional income from Statutory Site notices
		(155)	Projected under spend on street lighting energy costs and carbon reduction commitment payments due to lower than anticipated price increases and impact of LED installation programme
		230	Additional bridge inspection costs
		(130)	Rephasing of landslip construction project
		150	Replacement footbridge in Alyth
		(40)	Rephasing of bridge maintenance expenditure to match works
		(65)	Rephasing of flood studies budget to match commitments
		1,200	<b><u>Car Parking</u></b> Investment in Canal Street and Mill Street car parks
		100	Investment in new infrastructure
		(1,300)	Contribution from Car Park Reserves.
		(30)	<b><u>Corporate Functions</u></b> Rephasing of asset management business systems budget to meet ongoing development requirements
		(10)	Projected under spend on Procurement staffing
		(650)	<b><u>Property</u></b> Projected saving on energy costs due to lower than anticipated price increases.
		(140)	Projected saving on water costs.
		260	Projected additional expenditure on the school estate including Auchterarder High School
		300	Projected shortfall in professional fees and additional design and technical costs arising from planned and reactive maintenance programmes
		200	Projected additional expenditure on reactive maintenance

**PERTH AND KINROSS COUNCIL - GENERAL FUND 2016/17 PROJECTED OUTTURN - SERVICE ANALYSIS**  
**(Based on Expenditure to 31 January 2017)**

SERVICE	Variance £'000	Variance £'000	Summary of Service Variances
<b>Corporate and Democratic Services</b>			
Total	(391)		
			<b><u>Core Costs</u></b>
	(17)		Projected net under spend on staff costs due to slippage.
			<b><u>Legal Services</u></b>
	(54)		Projected under spend on staff costs due to vacancies.
	26		Projected over spend on other costs across the Division, primarily publications and photocopying.
	(10)		Projected additional income due to the cyclical nature of a number of the income streams.
			<b><u>Finance</u></b>
	(161)		Projected under spend on staff costs due to slippage in excess of budgeted levels.
	(1)		Miscellaneous under spends across the Finance Division
			<b><u>Democratic Services</u></b>
	(5)		Miscellaneous under spends in staff costs, supplies and services and third party payments across Democratic Services.
			<b><u>Human Resources</u></b>
	(52)		Various net projected under spends across staff costs, supplies and services, third party payments and transport costs
			<b><u>IT</u></b>
	(67)		Projected under spend on staff costs due to slippage in excess of budgeted levels.
	(50)		Projected under spend on hardware maintenance, software licenses and network costs.
<b>TOTAL</b>	<b>(2,789)</b>		

**Other 2016/17 Funding**

Scottish Government – Community Choices Fund (Education & Children’s Services – ECS)	<b>£55,000</b>
British Council - Erasmus Plus: Perth High, Atlantic Salmon Conservation (ECS)	<b>£26,759</b>
NHS Tayside – Health Promotion (ECS)	<b>£7,712</b>
Education Scotland – Numeracy Hub Champions (ECS)	<b>£6,000</b>
PKAVS – Rattray Community Garden (ECS)	<b>£1,703</b>
NHS Tayside – Community Food & Health: Active Cook It (ECS)	<b>£1,170</b>
Cycling Scotland – Bikeability Scotland: Support Plus (Housing & Community Care)	<b>£17,175</b>
Zero Waste Scotland – Household Recycling Charter (The Environment Service – TES)	<b>£30,419</b>
Cycling Scotland – Practical Cycle Awareness Training (TES)	<b>£5,400</b>
<b>TOTAL</b>	<b>£151,338</b>



**PERTH AND KINROSS COUNCIL - HOUSING REVENUE ACCOUNT 2016/17 PROJECTED OUTTURN**  
**(Based on Expenditure to 31 January 2017)**

£'000	Summary of Service Variances
(59)	<b>Housing Improvements and South</b> Projected staff slippage in excess of budget
326	<b>Letham and North</b> Projected over spend due to non-achievement of staff slippage target, revised projections for sheriff officer costs and receipt of final invoices for works in Alyth following the flooding in Summer 2015.
(29)	<b>Perth City and Specialist</b> Net projected under spends across the team primarily from additional staff slippage.
(39)	<b>Housing Management</b> Projected under spend on the HRA Innovation Fund and additional staff slippage.
(136)	<b>Administration</b> The projected under spend is due to anticipated reduced capital financing costs and a lower than anticipated Insurance Fund contribution.
375	<b>Income</b> There is a projected under recovery of income from reduced Interest on Revenue Balances (£41,000) due to low interest rates, from rental income due to the delayed completion of new builds and increased right to buy applications (£246,000) and a reduction in income from lock up and garages due to stock movements and the capital investment programme (£88,000).
(456)	<b>Capital Financed from Current Revenue</b> As a result of the projected net over spends highlighted above, this is the reduction in the amount available to invest in the HRA capital programme.
(18)	



# **PERTH & KINROSS COUNCIL GENERAL FUND** **2017/18 REVENUE BUDGET - SUMMARY**

	(1)	(2)	(3)	(4)	(5)
	2017/18 Council Approved Budget Feb-17	Movements in Funding	Virements	Movements in Reserves	2017/18 Revised Mgt Budget
	£'000	£'000	£'000	£'000	£'000
<i>Reference: Section in Report</i>					
<b>SERVICE</b>					
<b>Education &amp; Children's Services</b>	157,553	700		296	158,549
<b>Health and Social Care</b>	50,505			1,156	51,661
<b>Housing and Community Safety</b>	14,697	534		109	15,340
<b>The Environment Service</b>	58,793		205	256	59,254
<b>Corporate and Democratic Services</b>	16,924			1,235	18,159
<b>Culture Services</b>	9,814				9,814
<b>Sub - Total: Service Budgets</b>	<b>308,286</b>	<b>1,234</b>	<b>205</b>	<b>3,052</b>	<b>312,777</b>
<b>Corporate Budgets</b>					
Contribution to Valuation Joint Board	1,145				1,145
Capital Financing Costs	16,348				16,348
Interest on Revenue Balances	(200)				(200)
Net Contribution to/(from) Capital Fund	1,626				1,626
Contribution to/(from) Insurance Fund	200				200
Contribution to/(from) Renewal and Repair Fund	(258)				(258)
Trading Operations Surplus	(350)				(350)
Support Service External Income	(1,888)				(1,888)
Un-Funded Pension Costs	1,508				1,508
Apprenticeship Levy	680				680
Council Tax Reduction Scheme	6,499				6,499
Discretionary Relief	150				150
<b>Net Expenditure (General Fund)</b>	<b>333,746</b>	<b>1,234</b>	<b>205</b>	<b>3,052</b>	<b>338,237</b>
<b>Financed By:</b>					
Revenue Support Grant	(187,802)	(613)			(188,415)
Ring Fenced Grant	(3,350)	(621)			(3,971)
Non Domestic Rate Income	(50,864)				(50,864)
Council Tax Income	(80,940)				(80,940)
Council Tax Income - 2nd Home Discount	(1,300)				(1,300)
Capital Grant	(1,500)		(205)		(1,705)
<b>Total Financing</b>	<b>(325,756)</b>	<b>(1,234)</b>	<b>(205)</b>	<b>0</b>	<b>(327,195)</b>
<b>Financed from/(returned to) Reserves including use of Budget Flexibility b/fwd</b>	<b>7,990</b>	<b>0</b>	<b>0</b>	<b>3,052</b>	<b>11,042</b>





**Transformation Funding – 2017/18**

Procurement Reform Review (Corporate & Democratic Services (CDS))	<b>£285,000</b>
Smart Perth and Kinross (The Environment Service (TES))	<b>£75,000</b>
Online Services and MyAccount (CDS)	<b>£50,000</b>
Mobile Working Review (CDS)	<b>£50,000</b>
Communities First (Health & Social Care (H&SC))	<b>£456,000</b>
Review of Adult Day Services (H&SC)	<b>£98,000</b>
Review of Community Capacity and Empowerment (CDS)	<b>£35,000</b>
Review of Homeless Service (Housing & Community Safety (HCC))	<b>£109,000</b>
Review of Catering Services (Education & Children's Services (ECS))	<b>£16,000</b>
Residential Care Services (Children & Young People) (ECS)	<b>£87,000</b>
Electronic Document Management (CDS)	<b>£410,000</b>
Review of Community Care Packages (Adult) (H&SC)	<b>£252,000</b>
Review the Delivery of Class Contact Time (ECS)	<b>£32,000</b>
Expansion of Family Based Day Care (ECS)	<b>£110,000</b>
Council Vehicle Fleet Utilisation and Optimisation Review (TES)	<b>£134,000</b>
Review of Council Assets for Commercial Sponsorship (CDS)	<b>£15,000</b>
Review of Roads Activities (TES)	<b>£40,000</b>
Community Greenspace Review (TES)	<b>£15,000</b>
Modernising Licenses, Permissions and Approvals (CDS)	<b>£20,000</b>
Review of Administration Support Activities (CDS)	<b>£72,000</b>
Review of Finance (CDS)	<b>£21,000</b>
Transformation Enabling (CDS)	<b>£127,000</b>

Transformation Support (ECS)	<b>£51,000</b>
Collaboration Funding (CDS)	<b>£150,000</b>
<b>TOTAL</b>	<b>£2,710,000</b>

## PERTH AND KINROSS COUNCIL

## Strategic Policy and Resources Committee

19 April 2017

**COMPOSITE CAPITAL BUDGET 2016/23 & HOUSING INVESTMENT  
PROGRAMME 2016/21 – MONITORING REPORT NUMBER 4****Report by the Head of Finance****PURPOSE OF REPORT**

This report provides a summary position to date for the Composite Capital Programme for 2016/17 to 2022/23 and the Housing Investment Programme 2016/17 to 2020/21, and seeks approval for adjustments to the programmes.

**1. BACKGROUND / MAIN ISSUES**

- 1.1 The meeting of this Committee on 8 February 2017 approved a revised Composite Capital Budget for the seven years 2016/17 to 2022/23 (report 17/60 refers), with approved resources totalling £547,865,000. The Committee also approved a revised five year Housing Investment Programme for the 5 years 2016/17 to 2020/21, with the estimated net expenditure over the 5 years totalling £76,164,000.
- 1.2 At the Special Council Meeting on 22 February 2017, the Council approved £13,083,000 of additional Capital expenditure. This included the allocation of the £1,421,000 of increased Capital Grant which was included in Monitoring Report 3, together with a subsequent allocation of £962,000 of Capital Grant announced by the Scottish Government on 2 February 2017. The remainder of the additional expenditure of £10,700,000 is to be financed by borrowing and funded by increases in the Loan Charges budget.
- 1.3 This report advises of expenditure to 28 February 2017 and the latest estimated projected outturn for each programme. The Capital Programme Exceptions Report at Appendix V provides summary information on the latest position for individual projects reported within Sections 3 and 4 of this report.

**2. COMPOSITE CAPITAL PROGRAMME – CAPITAL RESOURCES**

- 2.1 The current estimated total gross capital resources available over the seven years 2016/17 to 2022/23 amount to £558,524,000. Movements from the revised Composite Capital Budget approved on 8 February 2017 are summarised in the table below, and the constituent elements for each year are summarised at Appendix I.

Total Composite Capital Resources			
	Approved 8 Feb 2017	Current Estimate	Movement
	£'000	£'000	£'000
2016/17	65,750	67,235	1,485
2017/18	107,799	88,903	(18,896)
2018/19	63,471	78,537	15,066
2019/20	93,681	98,139	4,458
2020/21	96,675	95,837	(838)
2021/22	79,527	88,102	8,575
2022/23	40,962	41,771	809
<b>Total</b>	<b>547,865</b>	<b>558,524</b>	<b>10,659</b>

- 2.2 The total increase of £10,659,000 above mostly relates to the increased capital expenditure approved by the Council on 22 February 2017, and a reduction in Prudential Borrowing within The Environment Service programme. There is also a reduction in Capital Receipts. All these movements are detailed below.
- 2.3 Following a review of **General Fund Property Disposal programme**, estimated receipts have reduced by £1,000,000 in 2017/18 in respect of property disposals within the IIL Land Purchase and Disposal programme which was originally funded by Prudential Borrowing. There is also a reduction of £15,000 in the estimated net receipt of other Prudential Borrowing Receipts. There has also been a reduction of £30,000 and some rephrasing of other general receipts. **Commercial Property Disposal receipts** estimated over the seven year period have increased by £111,000, however, there has been a rephrasing in the anticipated timing of the receipts. In addition, there is a reduction of £12,000 in the amount of projected Commercial Property expenditure. Consequently the estimated **receipts carried forward to future years** have increased by £123,000. All these movements have been summarised at appendices I & II.
- 2.4 Projected **Third Party Contributions** have reduced by £123,000 overall in relation to various movements within the Environment Service Programme, which are detailed at Section 3.4. **Revenue Contributions** have reduced by £118,000, due to a proposed transfer of Revenue works to the Revenue Budget (£140,000), offset by additional contributions of £18,000 in respect of Alyth Primary School (see section 3.3.4) and £4,000 in respect of Energy Efficiency schemes (see section 3.4.8). There are also other proposed movements in Contributions between years and these have been included in Appendices I and II.
- 2.5 The last report to this Committee outlined increased allocations of Capital Grant included in the Local Government Finance Settlement for 2017/18. The report outlined that £1,421,000 had been included in the resources approved at that meeting, but were still to be allocated by the Council. Subsequent to this, a further £962,000 of Capital Grant was announced by the Scottish Government on 2 February 2017. This led to a total of £2,383,000 of grant available to be allocated by the Council. Proposals to allocate this grant were approved by the Council at the Special Budget meeting held on 22 February

2017. In addition, there is an increase of £222,000 in the projected underspend in Private Sector Housing Grants in 2016/17 which is funded by the Capital Grant within the Revenue Budget. It is therefore proposed to carry this forward to 2017/18. All these movements have been included in Appendices I and II.

- 2.6 On 20 March 2017 the Scottish Government also announced their proposed allocation of Capital grant for Early Learning and Childcare – 1140 Hours Expansion. An indicative allocation of £887,000 has been awarded to Perth & Kinross Council. However, given the lead-in times for planning and delivering capital projects, authorities are required to confirm their acceptance of the grant (in full or in part) by 28 April 2017. In addition, Councils have the opportunity to bid for additional grant funding should any amount not be taken up by other authorities. Any allocation not taken up by the Council, or any additional allocation received, will be adjusted for by the Scottish Government in 2018/19 and subsequent years. It is proposed that the Strategic Policy & Resources Committee delegates authority to respond to the Scottish Government outlining the Council's position by the 28 April 2017 to the Director (Education & Children's Services). The outcome of this will be included in the next report to this Committee.
- 2.7 The projected **Borrowing Requirement** in 2016/17, which is effectively the balancing item for resources, is £44,672,000, which is £2,073,000 higher than the previous Borrowing Requirement approved on 8 February 2017. This increase is primarily due to accelerating expenditure to 2016/17 from later years. The most significant examples of this are the Primary School Upgrade projects at Kinross and Tulloch and the A9/A85 Road Junction Improvements, but offset by delayed expenditure in 2016/17 on the Perth Theatre Redevelopment project.
- 2.8 The total Borrowing Requirement in the subsequent years 2017/18 to 2022/23 has increased by £10,011,000 to £349,266,000, resulting in an overall increase of £12,084,000 across the whole seven year programme. This reflects the increased expenditure approved by the Council on 22 February 2017, reduced receipts, and offset by reduced Prudential Borrowing on Vehicle Replacements within The Environment Service. All movements in the Borrowing Requirement are shown in the Proposed Budget Adjustment column within Appendix II, and summarised in the table below:

	2016/17	2017/18	2018/19	2019/20	Later Years	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Reduction in Prudential Borrowing Property Disposal Receipts (Section 2.3)	0	1,015	0	0	0	1,015
Decrease/(Increase) in General Property Disposal Receipts (Section 2.3)	420	(436)	0	0	46	30
Increase in Council Approved Expenditure funded by Grant per Budget Motion - 22 February 2017 (Section 2.5)	0	1,421	882	80	0	2,383
Increase in Council Approved Expenditure funded by borrowing per	0	440	260	0	10,000	10,700

Budget Motion - 22 February 2017 (Section 1.2)						
Increase/(Decrease) in TES Prudential Borrowing Requirement (section 3.4.10 & 3.4.11)	(488)	(5,736)	2,562	1,289	329	<b>(2,044)</b>
Movements arising from re-phasing of other expenditure and receipts (Appendix II)	2,141	(12,435)	9,762	2,246	(1,714)	<b>0</b>
<b>Increase/(Decrease) in Borrowing Requirement</b>	<b>2,073</b>	<b>(15,731)</b>	<b>13,466</b>	<b>3,615</b>	<b>8,661</b>	<b>12,084</b>

### 3. COMPOSITE CAPITAL PROGRAMME – EXPENDITURE

- 3.1 Total expenditure (net of grants and contributions) in the current year to 28 February 2017 on the Composite Capital Programme amounts to £50,389,000, which is detailed at Appendix II and summarised as follows:

	<b>Net Expenditure to 28 Feb 2017 £'000</b>
Education and Children's Services	16,904
The Environment Service	31,874
Housing and Community Care	863
Corporate & Democratic Services	748
<b>Total</b>	<b>50,389</b>

- 3.2 In addition, General Capital Grant received to 28 February amounts to £12,472,000 and capital receipts amount to £1,689,000. The borrowing requirement, after taking account of receipts brought forward and carried forward, totals £36,782,000. A comprehensive monitoring exercise has been carried out, which is detailed at Appendix II. The most significant features are discussed below.

#### 3.3 Education and Children's Services

- 3.3.1 As outlined at Section 1.2 above, the Council approved additional capital expenditure at its meeting on 22 February 2017. This included £150,000 for a new entrance and reception area at Perth Grammar School and £10,000,000 towards the replacement of Perth High School. These have now been incorporated into the Capital Budget at Appendix II in 2017/18 and 2021/22 respectively. It should also be noted that the replacement of Perth High School is dependent on securing Government funding for the project, with the total cost of replacing the school estimated at around £50,000,000.
- 3.3.2 The Director (Education & Children's Services) has reviewed the current programme, and has proposed various other adjustments which are detailed below.

- 3.3.3 The Kinross Primary School and Tulloch Primary School Upgrade projects have progressed quicker than planned and a revised programme of works has been developed. Consequently, it is proposed to bring forward a further £1,047,000 for Kinross and £544,000 for Tulloch. However, there has been a reduction in the anticipated expenditure that will be incurred on the Perth Theatre project in the current year, with an estimated £1,200,000 now moving to 2017/18, and it is proposed to adjust the budget between these years accordingly.
- 3.3.4 A Revenue Contribution of £18,000 for the works on the boundary wall at Alyth Primary School has been agreed with Property Services, and it is proposed to include this in the current year, together with a corresponding increase in expenditure on the project. In addition, it is proposed to carry forward £209,000 from 2016/17 to 2017/18 in line with the revised anticipated payment profile.
- 3.3.5 Various other proposed small movements in the current year budget have also been included in Appendix II. In addition, there are other proposed movements over the years 2017/18 to 2020/21 in order to align budgets with the current anticipated programme of works.

#### 3.4 The Environment Service

- 3.4.1 As outlined at Section 1.2 above, the Council approved additional capital expenditure at its meeting on 22 February 2017. This included £1,621,000 for Road Safety Initiatives, including Vehicle Activation Signs, £1,062,000 for Community Greenspace works, and £250,000 for Investment in the Council's car parks. This expenditure has now been incorporated into the Capital Budget at Appendix II.
- 3.4.2 The Director (Environment) has reviewed the current programme and proposes various other budget adjustments, the most significant of which are described below.
- 3.4.3 Within the Structural Maintenance budget, there is a reduction of £85,000 in the estimated Third Party Contribution, with a corresponding reduction in expenditure, for the Beaulieu to Deny power line to reflect the reduced cost of the required works. There has also been some rephasing of the works for Unadopted Roads & Footways, with the programme anticipated to be completed in 2017/18. There is also a reduction of £6,000 in Third Party Contributions in relation to the proposed works.
- 3.4.4 As a result of works on the A9/A85 Road Junction Improvements starting on site a revised estimated works schedule has been provided, including a revised consultancy payment profile. In addition, land purchases are now scheduled to be completed in March 2017. Consequently, there will be an increase in anticipated expenditure in 2016/17 of £3,331,000, with a corresponding reduction in expenditure in 2017/18 (£3,257,000) and 2018/19 (£74,000). Therefore, it is proposed to accelerate these amounts to

2016/17. The phasing of works in 2017/18 and 2018/19 will be subject to ongoing review.

- 3.4.5 With work recently commencing on site for the Almondbank Flood Prevention scheme an updated expenditure profile has been provided. Accordingly, it is proposed to transfer £383,000 from 2016/17 to 2017/18, however this has no impact on the estimated completion date.
- 3.4.6 The proposed works to be undertaken within the Perth & Kinross Place-making programme have been identified, and it is therefore now proposed to break the budget down into the individual projects included within the programme. Accordingly, the individual projects are detailed within Appendix II, which includes £500,000 proposed for works at Aberfeldy within the Conservation of Built Heritage programme and £200,000 proposed for Alyth Environmental Improvements. The development of the programme has also resulted in some rephasing of the budgets between years, and the proposed phasings are also reflected in Appendix II. The works under the Perth City Centre Project, together with the Revenue Contribution, are also proposed to be rephased to align with other works being undertaken in the City Centre. This includes a reduction of £122,000 in the Revenue Contribution, to facilitate the proposed transfer of £122,000 of revenue works within Structural Maintenance relating to bridge assessments.
- 3.4.7 On finalising the costs of the project at MacRosty Park, Crieff, there is an increase in the Third Party Contribution of £24,000 awarded from the Heritage Lottery Fund. It is proposed that this extra income is used to meet the cost of the outstanding works to be undertaken at the park, and these have been scheduled to be completed in 2017/18. Conversely, there has been a reduction in the estimated Third Party Contribution of £467,000 for Alyth Environmental Improvements. This reflects the funding previously received following the recent flooding in Alyth and the resulting remedial works undertaken at that time. However, as detailed at Section 3.4.6 above, £200,000 of further work is proposed to be funded from the Place-making budget, resulting in an overall reduction in the current proposed expenditure of £267,000.
- 3.4.8 The approved Abatement Works at Perth Crematorium included a £500,000 contribution from the Property Division programme. Accordingly, this has now been reflected in the Property Division programme in 2017/18. There has been a £4,000 increase in the estimated costs of energy efficiency works within the Salix Expenditure Programme, and it is proposed that this is met from an increased Revenue Contribution. There are also several other proposed movements within the programme, most of which relate to rephasing of budgets between years. However, this also includes the splitting of the City Centre Developments – Cultural Attractions into the three individual projects within the programme.



- 3.4.9 Within the Commercial Property Investment programme, it is proposed to transfer £253,000 from 2016/17 and £1,041,000 from 2017/18 to 2018/19 in respect of Perth Food and Drink Park at North Muirton Industrial Estate as a result of rescheduling the works following the tendering of the contract. It is also proposed to transfer a further £47,000 to the budget in 2018/19 from the £59,000 saving achieved on the projects at Western Edge, Kinross. This, therefore, results in an overall reduction of £12,000 in proposed expenditure on the Commercial Property Investment programme.
- 3.4.10 Within the Prudential Borrowing programme, there has been a review of the annual Vehicle Replacement programme for all years, to reflect current user requirements and updated estimated vehicle useful lives. Consequently, there has been a reduction of £1,948,000 in purchases and a reduction of £128,000 in subsequent Vehicle Disposals over the whole 7-year period. This results in a reduction of £1,820,000 in borrowing for the programme. There are also proposed reductions in expenditure on the SNAPPI project (£183,000) and the POP – Pullar House Redesign (£37,000), as a result of the reduced level of works required under each project.
- 3.4.11 The Council has been awarded external funding from the Smart Cities Initiative, for Smart Waste (£83,000) and energy efficient Street Lighting (£328,000). It is proposed to transfer various amounts from the Wheeled Bin and Litter Bin Replacement budgets to match the external Smart Waste funding, and from the LED Street Lighting Renewal Programme to match the Smart Lighting funding. Additionally, it is also proposed to bring forward some of the budget for the Wheeled Bin Replacement Programme from future years to 2016/17 and 2017/18 to meet the current level of demand from households as a result of recycling initiatives. There are also other smaller proposed movements between years in the overall programme which have been included in Appendix II. Overall, all the proposed adjustments to the Prudential Borrowing programme result in a reduction in borrowing of £2,044,000 over the seven year budget period.
- 3.4.12 In addition to all the proposed adjustments described above, there are various other proposed adjustments between years. These adjustments mostly relate to the phasing of expenditure, particularly in 2017/18, to reflect updated anticipated expenditure profiles on various projects, and have been reflected in Appendices I and II.

### 3.5 Housing and Community Safety – Community Care

- 3.5.1 The Executive Director (Housing and Community Safety) has reviewed the current programme, and it is proposed to transfer a total of £48,000 in various annual programmes from 2016/17 to 2017/18. This reflects small variations in the level of expenditure anticipated to be completed in the current year.

3.5.2 The Housing & Community Care Transformation Review is still ongoing and the outcome will not be known until late in 2017. Therefore, it is also proposed to move the budgets for Beechgrove Care Home and Lewis Place Day Care Centre from 2017/18 to 2018/19 in order to align the required works with the Transformation timetable. Further, negotiations with Registered Social Landlord's (RSLs) for the Housing with Care project are at an early stage, and it is also proposed to transfer the budget of £345,000 from 2017/18 to 2018/19 to reflect the likely timescale for undertaking the works.

3.5.3 All these proposed adjustments have been reflected in Appendices I and II. In addition, the scope of work proposed under the Gypsy Travellers Transit Sites project is being reviewed, and a new business case is being prepared. To reflect this, it is proposed to change the name of the project to Gypsy Travellers Site Improvement Works.

### 3.6 Corporate and Democratic Services

3.6.3 Elements of the Transformation Projects within the Prudential Borrowing programme have been delayed as a result of the need to integrate systems and sourcing the associated consultancy which will now be undertaken in 2017/18. It is, therefore, proposed to rephase £180,000 from 2016/17 to 2017/18. There has also been a review of the Council's ICT Infrastructure & Replacement programme over the years 2017/18 to 2022/23. All the proposed adjustments been included in appendices I & II.

## 4. HOUSING INVESTMENT PROGRAMME

4.1 The current estimated expenditure, net of contributions, over the six years 2016/17 to 2020/21 amounts to £76,164,000. Movements from the previous estimates approved on 8 February 2017 are as follows, and are also included in Appendix III:

	<b>Approved 8 Feb 2017</b>	<b>Current Estimate</b>	<b>Movement</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>2016/17</b>	23,750	23,070	(680)
<b>2017/18</b>	19,629	20,309	680
<b>2018/19</b>	11,732	11,732	0
<b>2019/20</b>	10,523	10,523	0
<b>2020/21</b>	10,530	10,530	0
<b>Total</b>	<b>76,164</b>	<b>76,164</b>	<b>0</b>

In addition, a further £25,478,000 of expenditure in 2021/22 was approved by the Housing & Health Committee at its meeting on 25 January (report 17/34 refers). Monitoring of the 2021/22 budget will be incorporated into this report as part of monitoring of the new financial year from 2017/18 Report 1.

4.2 Expenditure (net of contributions) in 2016/17 to 28 February 2017 amounts to £17,526,000 and receipts amount to £2,042,000, giving borrowing of £15,484,000 for the year to date.

- 4.3 The Acting Executive Director (Housing and Community Safety) also proposes to make several adjustments to the current programme, which are detailed at Appendix III. The most significant of the proposed adjustments are described below.
- 4.4 It is proposed to include the new development at the 208, Crieff Road, Perth in the New Build Programme following the acquisition of the property in February 2017. The Scottish Government has awarded a grant of £294,000 to meet the costs incurred in the current year. Detailed plans and estimated costs for the works are currently being developed, and it is anticipated that these costs will be drawn down from the Future Developments budget in the next report to this Committee. The anticipated expenditure in the current year at the developments in Glenearn Road, Perth and Birch Avenue, Scone have reduced from previous estimates as a result of delays in land decontamination and utility works required to service the sites. Therefore, it is proposed to transfer £110,000 and £213,000 respectively from 2016/17 to 2017/18. In addition, it is proposed to transfer £1,000 from the Future Developments budget to the Glebe, Scone in 2016/17 in respect of survey fees incurred in developing the proposals.
- 4.5 It is also proposed to add £110,000 to the Council House Buy-Backs programme in 2016/17 due to the increased costs of bringing the properties up to the required Scottish Housing Quality standard. The Scottish Government has awarded an additional £70,000 towards these costs, with the balance of £40,000 proposed to be brought forward from 2017/18.
- 4.6 Within the Lock Up and Garages programme, an underspend of £53,000 has been identified as a result of a reduced scope of planned work. It is proposed that this underspend is used towards other additional works in the Standard Delivery Plan anticipated to be completed in the current year, as outlined in the section below.
- 4.7 Within the Standard Delivery Plan, it is proposed to accelerate the expenditure on several of the programmes as a result of the advanced progress achieved on many of the projects undertaken thus far in the current year. These proposals include the virement of £200,000 from the Energy Efficiency budget to the Double Glazing programme, reflecting the nature of the works undertaken. It is also proposed that underspends on projects within the Other Investment Programme in the current year are applied to meet these additional works. This includes a reduction in applications in the current year under the Mortgage to Rent Initiative, allowing £334,000 of the budget to be transferred to other programmes. Also within these overall proposals, is the transfer of £122,000 on the Multi-Storey Flats programme from the current year to 2017/18 as a result of delays in progressing the scheme of works. There have also been delays on the Sheltered Housing with Additional Support programme due to the complex nature of the works and it is proposed to transfer £275,000 from the current year to 2017/18.

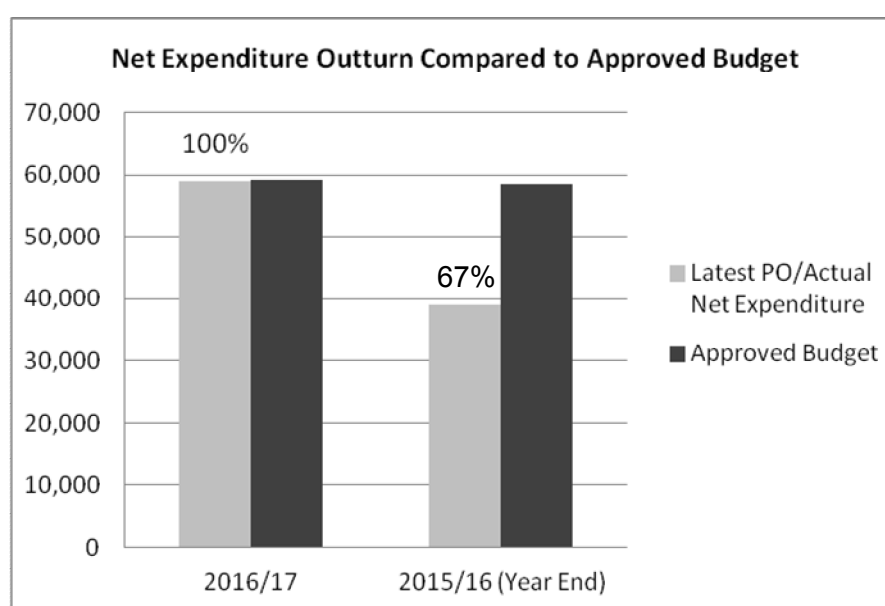
- 4.8 There has also been a further increase in estimated capital receipts in the current year under the Right to Buy programme, with actual receipts to the end of February exceeding the budget by £33,000. A further £242,000 of sales are scheduled to be concluded in March, and it is therefore proposed to increase the income budget by £275,000. There remain a small number of other applications received in advance of the deadline of July 2016 which are continuing to be processed by the Council, however it is not proposed to include an estimate for these in 2017/18 at this time due to the uncertainties as to whether these will now conclude.
- 4.9 As a result of all the proposed adjustments, the total Housing Investment Programme borrowing requirement over the five year period to 31 March 2021 has reduced by £275,000. This reflects the additional income from Right to Buy house sales since the last report to this Committee. A further £21,495,000 of Borrowing has also been approved for 2021/22, which includes £15,000,000 previously carried forward from 2020/21 in respect of New Build Future Developments.

## 5. RENEWAL & REPAIR FUND

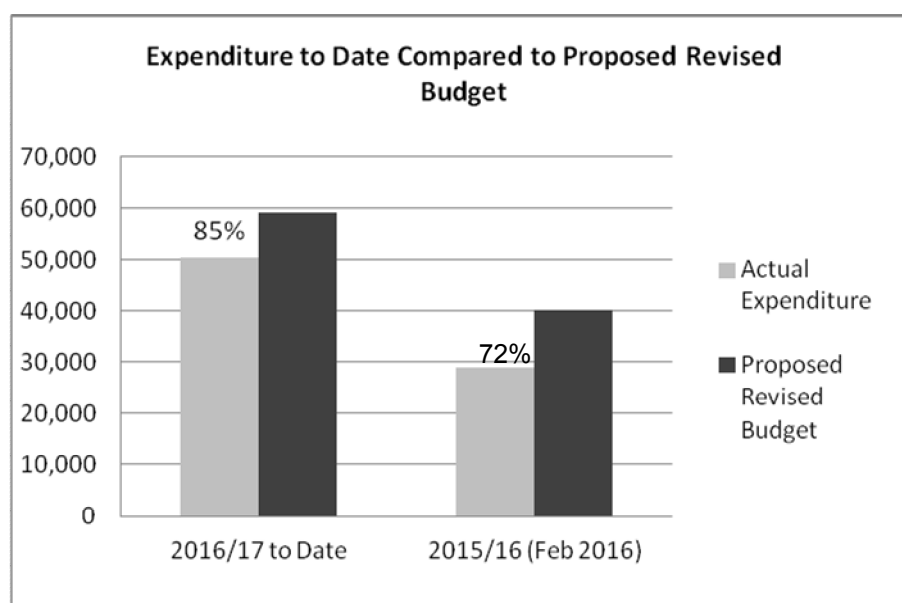
- 5.1 Detailed at Appendix IV is the 2016/17 approved revised budget and the projected outturn for the Renewal & Repair Fund. There have been no further movements in the estimated since the last report to this Committee.

## 6. BUDGET OVERVIEW

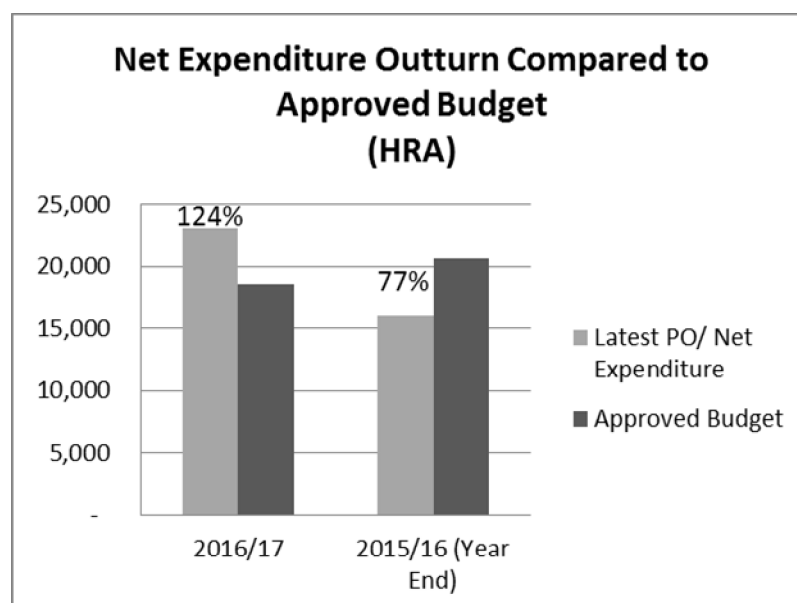
- 6.1 The Composite Capital Budget approved by the Council on 22 June 2016 has been reviewed and updated throughout the year to reflect the latest monitoring.
- 6.2 The latest projected net expenditure outturn for the Composite Capital Programme represents almost exactly 100% of the original 2016/17 budget approved by the Council on 22 June 2016:



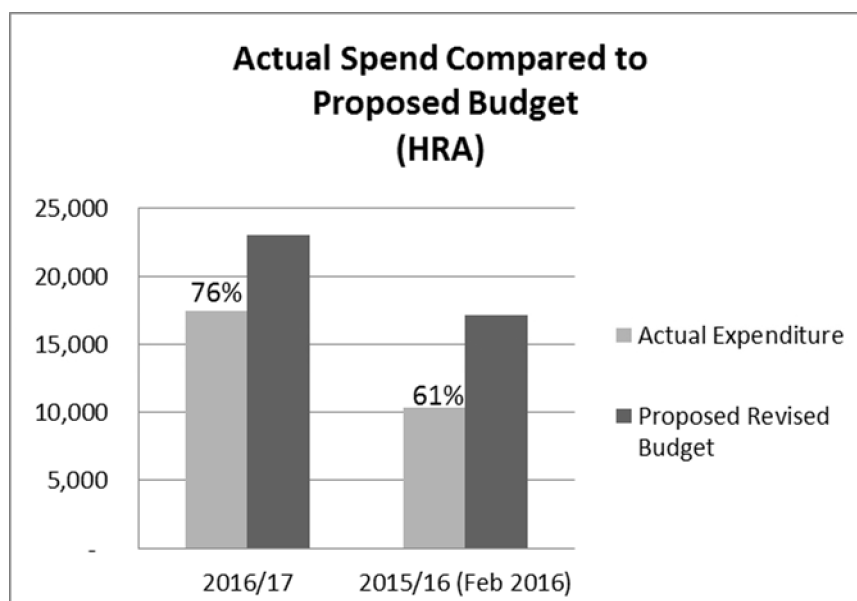
- 6.3 This difference is a result of the approved budget adjustments included within the previous reports to this Committee and the proposed adjustments included in the current report, including the acceleration of works on the A9/A85 Junction Improvements and Kinross and Tulloch School Upgrade projects. The projection of 100% has increased from 97% reflected in the last report to this Committee as a result of the movements described above.
- 6.4 Fluctuations in the net expenditure outturn and the subsequent impact upon the Council's Borrowing Requirement will continue to be managed through the Council's Treasury function. Net expenditure to 28 February 2017 on the programme represents 85% of the proposed revised 2016/17 budget:



- 6.5 The latest projected expenditure outturn for the Housing Investment Programme represents 124% of the 2016/17 budget approved by the Housing & Health Committee on 27 January 2016 (report 16/28 refers). This has reduced from 128% in the last monitoring report to this Committee, primarily due to movements in projections for Multi-Storey Flats and Housing with Additional Support.



- 6.6 Expenditure to 28 February 2017 on the Housing Investment Programme represents 76% of the proposed revised 2016/17 budget:



- 6.7 Proposed movements on the Housing Investment Programme are detailed at Section 4. The plans remain on course with a projected reduction in borrowing of £208,000 in the current year. The Loan Charges as a result of this reduced borrowing are within the Housing Revenue Account budget provision.

## 7. RECOMMENDATIONS

- 7.1 It is recommended that the Committee:

- (i) Notes the contents of this report.
- (ii) Approves the proposed budget adjustments to the seven year Composite Capital Budget 2016/17 to 2022/23 set out in Sections 2, and 3 to this report and summarised at Appendices I and II.
- (iii) Approves the delegation of authority to respond to the Scottish Government in relation to the proposed allocation of Early Learning & Childcare Capital Grant to the Director (Education & Children's Services), as detailed at Section 2.6.
- (iv) Approves the proposed budget adjustments to the Housing Investment Programme Budget 2016/17 to 2020/21 set out in Section 4 to this report and summarised at Appendix III.

**Author(s)**

<b>Name</b>	<b>Designation</b>	<b>Contact Details</b>
John Jennings	Senior Accountant	<a href="mailto:chxfinance@pkc.gov.uk">chxfinance@pkc.gov.uk</a>

**Approved**

<b>Name</b>	<b>Designation</b>	<b>Date</b>
John Symon	Head of Finance	3 April 2017

If you or someone you know would like a copy of this document in another language or format, (on occasion, only a summary of the document will be provided in translation), this can be arranged by contacting the Customer Service Centre on 01738 475000.

You can also send us a text message on 07824 498145.

All Council Services can offer a telephone translation facility.

## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

<b>Strategic Implications</b>	<b>Yes / None</b>
Community Plan / Single Outcome Agreement	None
Corporate Plan	Yes
<b>Resource Implications</b>	
Financial	Yes
Workforce	Yes
Asset Management (land, property, IST)	Yes
<b>Assessments</b>	
Equality Impact Assessment	Yes
Strategic Environmental Assessment	Yes
Sustainability (community, economic, environmental)	Yes
Legal and Governance	None
Risk	None
<b>Consultation</b>	
Internal	Yes
External	None
<b>Communication</b>	
Communications Plan	None

### 1. Strategic Implications

#### 1.1 Corporate Plan

1.1.1 The Council's Corporate Plan 2013 – 2018 lays out five outcome focussed strategic objectives which provide clear strategic direction, inform decisions at a corporate and service level and shape resources allocation. They are as follows:

- (i) Giving every child the best start in life;
- (ii) Developing educated, responsible and informed citizens;
- (iii) Promoting a prosperous, inclusive and sustainable economy;
- (iv) Supporting people to lead independent, healthy and active lives; and
- (v) Creating a safe and sustainable place for future generations.

1.1.2 This report relates to all of these objectives.

### 2. Resource Implications

#### 2.1 Financial

2.1.1 There are no direct financial implications arising from this report other than those reported within the body of the main report.



## 2.2 Workforce

- 2.2.1 There are no direct workforce implications arising from this report other than those reported within the body of the main report.

## 2.3 Asset Management (land, property, IT)

- 2.3.1 There are no direct asset management implications arising from this report other than those reported within the body of the main report.

## 3. **Assessments**

### 3.1 Equality Impact Assessment

- 3.1.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.
- 3.1.2 The information contained within this report has been considered under the Corporate Equalities Impact Assessment process (EqIA) and has been assessed as **not relevant** for the purposes of EqIA.

### 3.2 Strategic Environmental Assessment

- 3.2.1 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals.
- 3.2.2 The information contained within this report has been considered under the Act. However, no action is required as the Act does not apply to the matters presented in this report.

### 3.3 Sustainability

- 3.3.1 Under the provisions of the Local Government in Scotland Act 2003 the Council has to discharge its duties in a way which contributes to the achievement of sustainable development. In terms of the Climate Change Act, the Council has a general duty to demonstrate its commitment to sustainability and the community, environmental and economic impacts of its actions.
- 3.3.2 The information contained within this report has been considered under the Act. However, no action is required as the Act does not apply to the matters presented in this report.

## **4. Consultation**

### **4.1 Internal**

- 4.1.1 The Chief Executive and all Directors have been consulted in the preparation of this report.

## **5. BACKGROUND PAPERS**

- 5.1 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.

## **6. APPENDICES**

Appendix I – Composite Capital Programme - Estimated Capital Resources 2016/17 to 2022/23

Appendix II – Composite Capital Programme - Summary of Capital Resources and Expenditure 2016/17 to 2022/23

Appendix III – Housing Investment Programme – Summary of Capital Resources and Expenditure 2016/17 to 2020/21

Appendix IV – Renewal & Repair Fund Budget 2016/17

Appendix V – Capital Programme Exceptions Report 2016/17

**PERTH AND KINROSS COUNCIL**  
**COMPOSITE CAPITAL PROGRAMME**  
*Estimated Capital Resources 2016/17 to 2022/23*

APPENDIX I

<u>Capital Grants</u>	Capital Resources 2016/17 (£'000) Revised Budget	Capital Resources 2017/18 (£'000) Revised Budget	Capital Resources 2018/19 (£'000) Revised Budget	Capital Resources 2019/20 (£'000) Revised Budget	Capital Resources 2020/21 (£'000) Revised Budget	Capital Resources 2021/22 (£'000) Revised Budget	Capital Resources 2022/23 (£'000) Revised Budget	Capital Resources TOTAL (£'000) Revised Budget
Cycling, Walking & Safer Streets (CWSS)	163	205	221	221	200	200	200	1,410
Infrastructure Grant - Bleaton Hallet Bridge	1,028	0	0	0	0	0	0	1,028
General Capital Grant	12,472	16,047	14,655	11,625	23,886	22,936	12,852	114,473
<b>Total Capital Grants</b>	<b>13,663</b>	<b>16,252</b>	<b>14,876</b>	<b>11,846</b>	<b>24,086</b>	<b>23,136</b>	<b>13,052</b>	<b>116,911</b>
<u>General Capital Receipts</u>								
General Fund - Capital Receipts	970	1,767	196	0	174	250	500	3,857
General Fund - Housing Receipts	8	4	3	3	3	3	0	24
General Fund - Ring Fenced Receipts	172	288	322	268	256	221	354	1,881
<b>Total General Capital Receipts</b>	<b>1,150</b>	<b>2,059</b>	<b>521</b>	<b>271</b>	<b>433</b>	<b>474</b>	<b>854</b>	<b>5,762</b>
<u>Commercial Property Receipts</u>								
Capital Receipts b/f (Commercial Property)	1,788	875	1,831	744	233	317	634	1,788
Commercial Property - Capital Receipts	17	2,353	951	510	84	317	308	4,540
Capital Receipts Carried-forward	(875)	(1,831)	(744)	(233)	(317)	(634)	(942)	(942)
<b>Total Commercial Property Receipts Applied</b>	<b>930</b>	<b>1,397</b>	<b>2,038</b>	<b>1,021</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,386</b>
<u>Contributions</u>								
Third Party Contributions	4,326	5,504	2,293	5,000	3,500	0	0	20,623
Developer Contributions	0	3,540	1,810	1,810	1,810	2,010	2,020	13,000
Revenue Budget Contributions	2,494	140	90	180	0	0	0	2,904
<b>Total Contributions</b>	<b>6,820</b>	<b>9,184</b>	<b>4,193</b>	<b>6,990</b>	<b>5,310</b>	<b>2,010</b>	<b>2,020</b>	<b>36,527</b>
<b>Capital Borrowing Requirement</b>	<b>44,672</b>	<b>60,011</b>	<b>56,909</b>	<b>78,011</b>	<b>66,008</b>	<b>62,482</b>	<b>25,845</b>	<b>393,938</b>
<b>TOTAL CAPITAL RESOURCES/</b>	<b>67,235</b>	<b>88,903</b>	<b>78,537</b>	<b>98,139</b>	<b>95,837</b>	<b>88,102</b>	<b>41,771</b>	<b>558,524</b>
<b>GROSS BUDGET EXPENDITURE</b>								

**PERTH AND KINROSS COUNCIL**  
**COMPOSITE CAPITAL PROGRAMME**  
*Estimated Capital Resources 2016/17 to 2022/23*

**Movements in Resources from Approved Budget - 8th February 2017**

	Report Section	Revised Budget 2016/17 £'000	Revised Budget 2017/18 £'000	Revised Budget 2018/19 £'000	Revised Budget 2019/20 £'000	Revised Budget 2020/21 £'000	Revised Budget 2021/22 £'000	Revised Budget 2022/23 £'000	Revised Budget TOTAL £'000
Increase/(Decrease) in Capital Receipts - General Fund	2.3	(420)	(579)	0	0	(46)	0	0	(1,045)
Increase/(Decrease) in Capital Receipts - Comm Property	2.3	(959)	780	290	0	0	0	0	111
Increase/(Decrease) in Capital Receipts - Ring Fenced	3.4,10/11	(18)	(72)	(5)	37	(44)	(79)	54	(127)
Increase/(Decrease) in Capital Grants:									
General Capital Grant	2.5	222	(222)	0	0	0	0	0	0
Increase/(Decrease) in Third Party Contributions	2.4	76	(942)	743	0	0	0	0	(123)
Increase/(Decrease) in Revenue Contributions	2.4	(136)	(252)	90	180	0	0	0	(118)
Increase/(Decrease) in Resources b/f	2.3	0	(647)	1,231	749	123	123	123	0
(Increase)/Decrease in Resources c/f to future years	2.3	647	(1,231)	(749)	(123)	(123)	(123)	(123)	(123)
Increase/(Decrease) in Borrowing Requirement	2.7 & 2.8	2,073	(15,731)	13,466	3,615	(748)	8,654	755	12,084
<b>Total Increase/(Decrease) in Resources</b>		<b>1,485</b>	<b>(18,896)</b>	<b>15,066</b>	<b>4,458</b>	<b>(838)</b>	<b>8,575</b>	<b>809</b>	<b>10,659</b>
Approved Resources per SP&R - 8 February 2017 (report 17/60)		65,750	107,799	63,471	93,681	96,675	79,527	40,962	547,865
<b>Revised Resources</b>		<b>67,235</b>	<b>88,903</b>	<b>78,537</b>	<b>98,139</b>	<b>95,837</b>	<b>88,102</b>	<b>41,771</b>	<b>558,524</b>

**PERTH AND KINROSS COUNCIL  
COMPOSITE CAPITAL PROGRAMME  
SUMMARY OF CAPITAL RESOURCES AND EXPENDITURE 2016/17 to 2022/23**

	Approved Budget Report 3 2016/17 (£'000)	Proposed Budget Adjustment Report 4 2016/17 (£'000)	Revised Budget Report 4 2016/17 (£'000)	Actuals to 28-Feb-17 2016/17 (£'000)	Projected Outturn 2016/17 (£'000)	Approved Budget Report 3 2017/18 (£'000)	Proposed Budget Adjustment Report 4 2017/18 (£'000)	Revised Budget Report 4 2017/18 (£'000)	Approved Budget Report 3 2018/19 (£'000)	Proposed Budget Adjustment Report 4 2018/19 (£'000)	Revised Budget Report 4 2018/19 (£'000)
EDUCATION AND CHILDREN'S SERVICES	19,120	33	19,153	16,904	19,153	23,344	(2,229)	21,115	11,277	1,800	13,077
THE ENVIRONMENT SERVICES	35,606	1,758	37,364	31,874	37,364	70,535	(13,608)	56,927	45,480	10,614	56,094
HOUSING AND COMMUNITY CARE	780	(48)	732	863	732	2,547	(865)	1,682	2,380	913	3,293
CORPORATE AND DEMOCRATIC SERVICES	1,983	(180)	1,803	748	1,803	3,970	(928)	3,042	2,236	911	3,147
<b>TOTAL NET EXPENDITURE</b> (NET OF GRANTS, REVENUE AND 3RD PARTY CONTRIBUTIONS, AND RING FENCED RECEIPTS)	<b>57,489</b>	<b>1,563</b>	<b>59,052</b>	<b>50,389</b>	<b>59,052</b>	<b>100,396</b>	<b>(17,630)</b>	<b>82,766</b>	<b>61,373</b>	<b>14,238</b>	<b>75,611</b>
GENERAL CAPITAL GRANT	(12,250)	(222)	(12,472)	(12,472)	(12,472)	(16,269)	222	(16,047)	(14,655)	0	(14,655)
DEVELOPER CONTRIBUTIONS	0	0	0	0	0	(3,540)	0	(3,540)	(1,810)	0	(1,810)
CAPITAL RECEIPTS	(2,374)	1,379	(995)	(1,689)	(995)	(3,923)	(201)	(4,124)	(860)	(290)	(1,150)
ANNUAL BORROWING REQUIREMENT	42,865	2,720	45,585	36,228	45,585	76,664	(17,609)	59,055	44,048	13,948	57,996
CAPITAL RECEIPTS BROUGHT FORWARD	(1,788)	0	(1,788)	(1,788)	(1,788)	(1,522)	647	(875)	(600)	(1,231)	(1,831)
CAPITAL RECEIPTS CARRIED FORWARD	1,522	(647)	875	2,342	875	600	1,231	1,831	(5)	749	744
<b>TOTAL NET BORROWING REQUIREMENT</b>	<b>42,599</b>	<b>2,073</b>	<b>44,672</b>	<b>36,782</b>	<b>44,672</b>	<b>75,742</b>	<b>(15,731)</b>	<b>60,011</b>	<b>43,443</b>	<b>13,466</b>	<b>56,909</b>

**PERTH AND KINROSS COUNCIL  
COMPOSITE CAPITAL PROGRAMME  
SUMMARY OF CAPITAL RESOURCES AND EXPENDITURE 2016/17 to 2022/23**

	Approved Budget Report 3 2019/20 (£'000)	Proposed Budget Adjustment Report 4 2019/20 (£'000)	Revised Budget Report 4 2019/20 (£'000)	Approved Budget Report 3 2020/21 (£'000)	Proposed Budget Adjustment Report 4 2020/21 (£'000)	Revised Budget Report 4 2020/21 (£'000)	Approved Budget Report 3 2020/21 (£'000)	Proposed Budget Adjustment Report 4 2020/21 (£'000)	Revised Budget Report 4 2020/21 (£'000)	Approved Budget Report 3 2021/22 (£'000)	Proposed Budget Adjustment Report 4 2021/22 (£'000)	Revised Budget Report 4 2021/22 (£'000)	Approved Budget Report 3 2022/23 (£'000)	Proposed Budget Adjustment Report 4 2022/23 (£'000)	Revised Budget Report 4 2022/23 (£'000)	Revised Budget Report 4 TOTAL (£'000)
EDUCATION AND CHILDREN'S SERVICES	35,604	250	35,854	21,437	296	21,733	13,459	10,000	23,459	18,394	0	18,394	18,394	0	18,394	152,785
THE ENVIRONMENT SERVICES	50,666	3,509	54,175	68,903	(1,120)	67,783	62,681	(1,160)	61,521	18,826	884	19,710	18,826	884	19,710	353,574
HOUSING AND COMMUNITY CARE	380	0	380	380	0	380	445	0	445	320	0	320	320	0	320	7,232
CORPORATE AND DEMOCRATIC SERVICES	1,579	482	2,061	1,955	30	1,985	2,442	(186)	2,256	2,922	(129)	2,793	2,922	(129)	2,793	17,087
<b>TOTAL NET EXPENDITURE</b> (NET OF GRANTS, REVENUE AND 3RD PARTY CONTRIBUTIONS, AND RING FENCED RECEIPTS)	<b>88,229</b>	<b>4,241</b>	<b>92,470</b>	<b>92,675</b>	<b>(784)</b>	<b>91,881</b>	<b>79,027</b>	<b>8,654</b>	<b>87,681</b>	<b>40,462</b>	<b>755</b>	<b>41,217</b>	<b>40,462</b>	<b>755</b>	<b>41,217</b>	<b>530,678</b>
GENERAL CAPITAL GRANT	(11,625)	0	(11,625)	(23,886)	0	(23,886)	(22,936)	0	(22,936)	(12,852)	0	(12,852)	(12,852)	0	(12,852)	(114,473)
DEVELOPER CONTRIBUTIONS	(1,810)	0	(1,810)	(1,810)	0	(1,810)	(2,010)	0	(2,010)	(2,020)	0	(2,020)	(2,020)	0	(2,020)	(13,000)
CAPITAL RECEIPTS	(513)	0	(513)	(307)	46	(261)	(570)	0	(570)	(808)	0	(808)	(808)	0	(808)	(8,421)
ANNUAL BORROWING REQUIREMENT	74,281	4,241	78,522	66,672	(748)	65,924	53,511	8,654	62,165	24,782	755	25,537	24,782	755	25,537	394,784
CAPITAL RECEIPTS BROUGHT FORWARD	5	(749)	(744)	(110)	(123)	(233)	(194)	(123)	(317)	(511)	(123)	(634)	(511)	(123)	(634)	(1,788)
CAPITAL RECEIPTS CARRIED FORWARD	110	123	233	194	123	317	511	123	634	819	123	942	819	123	942	942
<b>TOTAL NET BORROWING REQUIREMENT</b>	<b>74,396</b>	<b>3,615</b>	<b>78,011</b>	<b>66,756</b>	<b>(748)</b>	<b>66,008</b>	<b>53,828</b>	<b>8,654</b>	<b>62,482</b>	<b>25,090</b>	<b>755</b>	<b>25,845</b>	<b>25,090</b>	<b>755</b>	<b>25,845</b>	<b>393,938</b>

	Approved Budget Report 3 2016/17 (£'000)	Proposed Budget Adjustment Report 4 2016/17 (£'000)	Revised Budget Report 4 2016/17 (£'000)	Actuals to 28-Feb-17 2016/17 (£'000)	Projected Outturn 2016/17 (£'000)	Approved Budget Report 3 Future Years (£'000)	Proposed Budget Adjustment Report 4 Future Years (£'000)	Approved Budget Report 4 Future Years (£'000)	Revised Budget Report 4 TOTAL (£'000)
<b>EDUCATION AND CHILDREN'S SERVICES</b>									
Accessibility Programme	125	21	146	131	146	710	(21)	689	835
Arts Strategy Phase 1 - Redevelopment of Perth Theatre	8,800	(1,200)	7,600	5,939	7,600	6,332	1,200	7,532	15,132
Third Party Contributions	(1,850)	0	(1,850)	(909)	(1,850)	(5,039)	0	(5,039)	(6,889)
Revenue Contribution from Reserves	(666)	0	(666)	0	(666)	0	0	0	(666)
MIS - Procurement & Integration	44	0	44	0	44	266	0	266	310
ECS Online Payments	145	(95)	50	10	50	17,700	95	17,700	145
Blaigowrie Recreation Centre - Replacement	0	0	0	0	0	0	0	0	0
Inspiring Learning Spaces	300	0	300	0	300	0	0	0	300
Third Party Contributions	(300)	0	(300)	0	(300)	0	0	0	(300)
Early Learning & Childcare	9	0	9	8	9	2,232	0	2,232	2,241
<b>Schools Modernisation Programme</b>									
Modernising Primaries Programme	31	0	31	27	31	15,112	0	15,112	15,143
Alyth Primary School Upgrade Project	6,292	(191)	6,101	5,395	6,101	1,473	209	1,682	7,783
Revenue Contribution	0	(18)	(18)	0	(18)	0	0	0	(18)
Blackford Primary School (Developer Contribution)	0	0	0	0	0	173	0	173	173
Kinross Primary School Upgrade Project	2,751	1,047	3,798	3,137	3,798	9,335	(1,047)	8,288	12,086
Third Party Contributions from Developers	(459)	0	(459)	(459)	(459)	0	0	0	(459)
Tulloch Primary School Upgrade Project	2,864	544	3,408	3,163	3,408	7,845	(544)	7,301	10,709
Third Party Contributions from Developers	(727)	0	(727)	(727)	(727)	0	0	0	(727)
Criefth Primary School - School Upgrade Project	10	0	10	9	10	0	0	0	10
Errol Primary School - School Upgrade Project	1,275	0	1,275	1,105	1,275	0	0	0	1,275
SUSTRANS Contribution towards footpath	(22)	0	(22)	(22)	(22)	0	0	0	(22)
Inchture Primary School MUGA	199	0	199	121	199	0	0	0	199
Developer Contribution	(112)	0	(112)	(112)	(112)	0	0	0	(112)
Invergowie Primary School Upgrade Project	4	0	4	2	4	0	0	0	4
Oudenarde - New Primary School Development	0	0	0	0	0	4,617	0	4,617	4,617
Third Party Contribution from Developers	0	0	0	0	0	(500)	0	(500)	(500)
Oakbank Primary School Upgrade Project	101	0	101	9	101	0	0	0	101
NorthWest Perth - New Primary School	0	0	0	0	0	9,000	0	9,000	9,000
North Perth -Primary School Replacement	0	0	0	0	0	16,000	0	16,000	16,000
Pitlochry Primary School - Replacement	0	0	0	0	0	13,800	0	13,800	13,800
Modernising Secondaries Programme	35	0	35	21	35	2,924	0	2,924	2,959
Technology Upgrades	50	0	50	1	50	2,450	0	2,450	2,500
Perth Academy - New Sports Facilities	0	0	0	0	0	923	0	923	923
Perth Academy - Refurbishments	25	0	25	0	25	11,262	0	11,262	11,287
Perth Grammar School - Infrastructure/Practical Areas Upgra	50	0	50	15	50	0	0	0	50
Perth Grammar School - Upgrade Programme Phase 3	0	0	0	0	0	6,900	0	6,900	6,900
Perth Grammar School - New Reception Area	0	0	0	0	0	0	150	150	150
Perth High School Upgrade Project	146	(75)	71	40	71	0	75	75	146
Perth High School - New School Investment	0	0	0	0	0	0	10,000	10,000	10,000
<b>Sub-Total</b>	<b>19,120</b>	<b>33</b>	<b>19,153</b>	<b>16,904</b>	<b>19,153</b>	<b>123,515</b>	<b>10,117</b>	<b>133,632</b>	<b>152,785</b>
<b>TOTAL: EDUCATION AND CHILDREN'S SERVICES</b>	<b>19,120</b>	<b>33</b>	<b>19,153</b>	<b>16,904</b>	<b>19,153</b>	<b>123,515</b>	<b>10,117</b>	<b>133,632</b>	<b>152,785</b>

PERTH AND KINROSS COUNCIL  
COMPOSITE CAPITAL PROGRAMME  
SUMMARY OF CAPITAL RESOURCES AND EXPENDITURE 2016/17 to 2022/23

	Approved Budget Report 3 2016/17 (£'000)	Proposed Budget Adjustment Report 4 2016/17 (£'000)	Revised Budget Report 4 2016/17 (£'000)	Actuals to 28-Feb-17 2016/17 (£'000)	Projected Outturn 2016/17 (£'000)	Approved Budget Report 3 Future Years (£'000)	Proposed Budget Adjustment Report 4 Future Years (£'000)	Approved Budget Report 4 Future Years (£'000)	Revised Budget Report 4 TOTAL (£'000)
<b>THE ENVIRONMENT SERVICE</b>									
<u>Traffic &amp; Road Safety</u>									
Road Safety Initiatives (20mph Zones etc..)	113	(25)	88	54	88	300	25	325	413
Road Safety Initiatives	0	0	0	0	0	0	1,441	1,441	1,441
Vehicle Activation Signs	0	0	0	0	0	0	180	180	180
Cycling Walking & Safer Streets (CWSS)	163	0	163	108	163	1,247	0	1,247	1,410
Scottish Government Grant - CWSS	(163)	0	(163)	0	(163)	(1,247)	0	(1,247)	(1,410)
Third Party Contribution	0	0	0	0	0	0	0	0	0
Car Parking - Additional Capital Grant	0	0	0	0	0	0	250	250	250
<b>Sub-Total</b>	<b>113</b>	<b>(25)</b>	<b>88</b>	<b>162</b>	<b>88</b>	<b>300</b>	<b>1,896</b>	<b>2,196</b>	<b>2,284</b>
<b>Asset Management - Roads &amp; Lighting</b>									
Structural Maintenance	8,708	(135)	8,573	6,486	8,573	44,342	(72)	44,270	52,843
Third Party Contribution	(400)	85	(315)	(280)	(315)	0	0	0	(315)
Structural Maintenance - Bridges	0	0	0	0	0	0	0	0	0
Street Lighting Renewals - Upgrading/Unit Areas	165	3	168	159	168	630	(3)	627	795
Traffic Signal Renewals - Upgrading	210	22	232	101	232	428	(22)	406	638
Unadopted Roads & Footways (Match Funding)	171	(7)	164	30	164	153	1	154	318
Third Party Contributions	(79)	43	(36)	(36)	(36)	0	(37)	(37)	(73)
Footways	492	(26)	466	368	466	2,610	26	2,636	3,102
Road Safety Barriers	0	0	0	0	0	150	0	150	150
<b>Sub-Total</b>	<b>9,267</b>	<b>(15)</b>	<b>9,252</b>	<b>6,828</b>	<b>9,252</b>	<b>48,313</b>	<b>(107)</b>	<b>48,206</b>	<b>57,458</b>
<b>Asset Management - Bridges</b>									
Port Na Craig Footbridge - Assess & Strengthening	7	(7)	0	0	0	0	18	18	18
Revenue Contribution	(5)	5	0	0	0	0	(5)	(5)	(5)
Bridge Refurbishment Programme	0	0	0	0	0	1,610	(23)	1,587	1,587
Bleaton Hallet Bridge	1,135	12	1,147	1,021	1,147	0	0	0	1,147
Severe Weather Capital Grant	(1,028)	0	(1,028)	0	(1,028)	0	0	0	(1,028)
Short Span Bridge Replacement Programme	0	0	0	0	0	211	0	211	211
Thorlter Bridge Culvert	113	0	113	114	113	0	0	0	113
West of Fearman Culvert	48	(24)	24	17	24	146	24	170	194
Vehicular Bridge Parapets Programme - Assess & Upgrade	39	(24)	15	0	15	150	24	174	189
<b>Sub-Total</b>	<b>309</b>	<b>(38)</b>	<b>271</b>	<b>1,152</b>	<b>271</b>	<b>2,117</b>	<b>38</b>	<b>2,155</b>	<b>2,426</b>
<b>Improvement Schemes</b>									
New Rural Footways	0	0	0	0	0	53	0	53	53
Broich Road - Salt Storage	21	0	21	2	21	0	0	0	21
A9/A85 Road Junction Improvements	6,056	3,331	9,387	9,074	9,387	33,764	(3,331)	30,433	39,820
Kenmore Retaining Wall	3	0	3	3	3	0	0	0	3
Revenue Contribution	(3)	0	(3)	0	(3)	0	0	0	(3)
Road Improvements due to A9 Dualling	0	0	0	0	0	750	0	750	750
Perth Transport Futures	65	(55)	10	0	10	77,935	55	77,990	78,000
A977 Upgrades	20	(15)	5	6	5	580	15	595	600
<b>Sub-Total</b>	<b>6,162</b>	<b>3,261</b>	<b>9,423</b>	<b>9,085</b>	<b>9,423</b>	<b>113,082</b>	<b>(3,261)</b>	<b>109,821</b>	<b>119,244</b>



**PERTH AND KINROSS COUNCIL  
COMPOSITE CAPITAL PROGRAMME  
SUMMARY OF CAPITAL RESOURCES AND EXPENDITURE 2016/17 to 2022/23**

	Approved Budget Report 3 2016/17 (£'000)	Proposed Budget Adjustment Report 4 2016/17 (£'000)	Revised Budget Report 4 2016/17 (£'000)	Actuals to 28-Feb-17 2016/17 (£'000)	Projected Outturn 2016/17 (£'000)	Approved Budget Report 3 Future Years (£'000)	Proposed Budget Adjustment Report 4 Future Years (£'000)	Approved Budget Report 4 Future Years (£'000)	Revised Budget Report 4 TOTAL (£'000)
<b>Rural Flood Mitigation Schemes</b>									
Almondbank Flood Prevention Scheme	5,462 (104)	(383)	5,079 (104)	3,155	5,079 (104)	11,307	383	11,690	16,769
Third Party Contribution	0	0	0	0	0	0	0	0	(104)
Comrie Flood Prevention Scheme	0	0	0	0	0	24,605	0	24,605	24,605
Minlathort Flood Prevention Scheme	0	0	0	0	0	1,779	0	1,779	1,779
South Kinross Flood Prevention	0	0	0	0	0	3,162	0	3,162	3,162
Scone Flood Prevention	0	0	0	0	0	645	0	645	645
Lows weir, Almondbank	2	0	2	0	2	0	0	0	2
<b>Sub-Total</b>	<b>5,360</b>	<b>(383)</b>	<b>4,977</b>	<b>3,155</b>	<b>4,977</b>	<b>41,498</b>	<b>383</b>	<b>41,881</b>	<b>46,858</b>
<b>Planning Conservation</b>									
Conservation of Built Heritage	178	(28)	150	0	150	252	428	680	830
Third Party Contribution	0	0	0	0	0	(100)	0	(100)	(100)
Kinross Town Centre Improvements	37	0	37	22	37	0	0	0	37
<b>Sub-Total</b>	<b>215</b>	<b>(28)</b>	<b>187</b>	<b>22</b>	<b>187</b>	<b>152</b>	<b>428</b>	<b>580</b>	<b>767</b>
<b>City Centre Projects</b>									
Perth City Centre Project	0	0	0	0	0	2,182	0	2,182	2,182
Revenue Contribution	0	0	0	0	0	(392)	122	(270)	(270)
Mill Street Environmental Improvements	2,117	(250)	1,867	1,352	1,867	700	350	1,050	2,917
Revenue Contribution (Car Parking)	(360)	135	(225)	0	(225)	0	(135)	(135)	(360)
Third Party Contribution	(25)	0	(25)	(25)	(25)	0	0	0	(25)
Perth & Kinross Place-making:	0	0	0	0	0	8,900	(8,900)	0	0
- Pontoon	0	80	80	0	80	0	0	0	80
- St Paul's Church	0	167	167	40	167	0	2,433	2,433	2,600
- Mill St, Perth (Phase 2) Site Fees & Contingency	0	0	0	0	0	0	0	0	0
- Perth City Hall/Vennels	0	0	0	0	0	0	550	550	550
- Alyth Town Centre	0	0	0	0	0	0	0	0	0
- Aberfeldy Square	0	0	0	0	0	0	0	0	0
- Auchterarder	0	0	0	0	0	0	300	300	300
- Perth City Centre Golden Route (Rail Station)	0	0	0	0	0	0	600	600	600
- Green Network Routes	0	0	0	0	0	0	500	500	500
- Tay Street, Perth	0	0	0	0	0	0	1,870	1,870	1,870
- Mill St, Perth (Phase 3) - Shared Space at Bus Station	0	0	0	0	0	0	600	600	600
- South Street, Perth - Transport Hub	0	0	0	0	0	0	1,100	1,100	1,100
Perth & Kinross Lighting Action Plan	6	0	6	0	6	4,994	0	4,994	5,000
<b>Sub-Total</b>	<b>1,738</b>	<b>132</b>	<b>1,870</b>	<b>1,367</b>	<b>1,870</b>	<b>16,384</b>	<b>(610)</b>	<b>15,774</b>	<b>17,644</b>
<b>Other Planning Projects</b>									
Creative Exchange (former St. John's Primary School)	100	0	100	0	100	2,700	0	2,700	2,800
Third Party Contribution	0	0	0	0	0	(350)	0	(350)	(350)
<b>Community Greenspace</b>									
Play Areas - Improvements Implementation Strategy	371	(23)	348	205	348	0	458	458	806
Friends of Park Development - MacRosty Park, Crieff	6	6	12	0	12	0	18	18	30
Third Party Contribution	0	(24)	(24)	0	(24)	0	0	0	(24)
Countryside Sites	40	0	40	32	40	0	0	0	40
Third Party Contribution	(13)	0	(13)	0	(13)	0	0	0	(13)
Community Greenspace Sites	0	0	0	0	0	1,861	490	2,351	2,351
Third Party Contributions	0	0	0	0	0	(7)	(1)	(8)	(8)
Small Parks	3	0	3	2	3	0	120	120	123

**PERTH AND KINROSS COUNCIL  
COMPOSITE CAPITAL PROGRAMME  
SUMMARY OF CAPITAL RESOURCES AND EXPENDITURE 2016/17 to 2022/23**

	Approved Budget Report 3 2016/17 (£'000)	Proposed Budget Adjustment Report 4 2016/17 (£'000)	Revised Budget Report 4 2016/17 (£'000)	Actuals to 28-Feb-17 2016/17 (£'000)	Projected Outturn 2016/17 (£'000)	Approved Budget Report 3 Future Years (£'000)	Proposed Budget Adjustment Report 4 Future Years (£'000)	Approved Budget Report 4 Future Years (£'000)	Revised Budget Report 4 TOTAL (£'000)
Community Greenspace Bridges	38	0	38	14	38	26	0	26	64
Core Path Implementation	69	(1)	68	20	68	41	1	42	110
Revenue Contributions	(6)	0	(6)	(6)	(6)	0	0	0	(6)
Community Greenspace Infrastructure Investment	0	0	0	0	0	0	0	0	0
Pitlochry Recreation Park	111	(6)	105	1	105	109	23	132	237
Third Party Contributions	(89)	1	(88)	0	(88)	0	0	0	(88)
Alyth Environmental Improvements	0	0	0	0	0	708	(267)	441	441
Third Party Contributions	0	0	0	0	0	(500)	467	(33)	(33)
Parks Development - Riverside Masterplan	123	(5)	118	71	118	0	5	5	123
Cemetery Extensions	0	0	0	0	0	500	0	500	500
<b>Sub-Total</b>	<b>653</b>	<b>(52)</b>	<b>601</b>	<b>339</b>	<b>601</b>	<b>2,738</b>	<b>1,314</b>	<b>4,052</b>	<b>4,653</b>
<b>Waste Strategy</b>									
North Perth Recycling Centre	0	0	0	0	0	0	0	0	0
Ladywell Landfill & Blargownie Transfer Station (Regulatory V)	133	0	133	119	133	117	0	117	250
<b>Sub-Total</b>	<b>133</b>	<b>0</b>	<b>133</b>	<b>119</b>	<b>133</b>	<b>117</b>	<b>0</b>	<b>117</b>	<b>250</b>
<b>Support Services</b>									
PC Replacement & IT Upgrades	0	0	0	0	0	0	0	0	0
Hardware	68	0	68	63	68	584	0	584	652
Licenses	135	0	135	203	135	689	0	689	824
<b>Sub-Total</b>	<b>203</b>	<b>0</b>	<b>203</b>	<b>266</b>	<b>203</b>	<b>1,273</b>	<b>0</b>	<b>1,273</b>	<b>1,476</b>
<b>Property Division</b>									
DDA Adaptation & Alteration Works Programme	420	(122)	298	68	298	1,461	(13)	1,448	1,746
Crematorium	60	0	60	0	60	0	500	500	560
Property Compliance Works Programme	337	(148)	189	66	189	4,284	78	4,362	4,551
Capital Improvement Projects Programme	692	347	1,039	520	1,039	10,537	(413)	10,124	11,163
Revenue Contribution (DSM)	(50)	18	(32)	0	(32)	0	0	0	(32)
Life Expired Building Replacement Programme	218	(199)	19	330	19	1,228	(48)	1,180	1,199
Perth High School - Internal Services & Refurbishment	15	(15)	0	0	0	3,897	15	3,912	3,912
Pitlochry High School - Upgrade Programme	40	(40)	0	0	0	2,774	40	2,814	2,814
Perth Academy - Infrastructure Upgrade (Phase 3)	0	0	0	0	0	1,750	0	1,750	1,750
Fire Audit Works - Perth Academy, Perth High, Robert Douglass	84	0	84	54	84	1,396	0	1,396	1,480
City Centre Developments - Cultural Attractions:	200	(200)	0	62	0	29,800	(29,800)	0	0
- City Hall	0	65	65	0	65	0	19,935	19,935	20,000
- Perth Museum & Art Gallery (PMAG)	0	0	0	0	0	0	6,500	6,500	6,500
- Collections Store	0	0	0	0	0	0	3,500	3,500	3,500
Third Party Contributions*	0	0	0	0	0	(10,000)	0	(10,000)	(10,000)
Salix Expenditure Programme	120	4	124	95	124	0	0	0	124
Revenue Contribution (OEEF)	(60)	(4)	(64)	0	(64)	0	0	0	(64)
Third Party Contributions (Salix)	(60)	0	(60)	(60)	(60)	0	0	0	(60)
<b>Sub Total</b>	<b>2,016</b>	<b>(294)</b>	<b>1,722</b>	<b>1,135</b>	<b>1,722</b>	<b>47,127</b>	<b>294</b>	<b>47,421</b>	<b>49,143</b>

\* The Third Party income is shown above to show the overall budget position of the project, however, under the approved governance of the project, securing the external funding remains the responsibility of the Senior Depute Chief Executive, ECS.

**PERTH AND KINROSS COUNCIL  
COMPOSITE CAPITAL PROGRAMME  
SUMMARY OF CAPITAL RESOURCES AND EXPENDITURE 2016/17 to 2022/23**

	Approved Budget Report 3 2016/17 (£'000)	Proposed Budget Adjustment Report 4 2016/17 (£'000)	Revised Budget Report 4 2016/17 (£'000)	Actuals to 28-Feb-17 2016/17 (£'000)	Projected Outturn 2016/17 (£'000)	Approved Budget Report 3 Future Years (£'000)	Proposed Budget Adjustment Report 4 Future Years (£'000)	Approved Budget Report 4 Future Years (£'000)	Revised Budget Report 4 TOTAL (£'000)
<b>Commercial Property Investment Programme</b>									
Fonab Business Park, Pitlochry - Site Servicing & Provision of	0	0	0	0	0	626	0	626	626
North Muirton Industrial Estate - Site Servicing & Provision of	981	(253)	728	81	728	2,438	300	2,738	3,466
Western Edge, Kinross - Relief Road	6	(4)	2	2	2	0	0	0	2
Western Edge, Kinross - Site Servicing	255	(55)	200	58	200	0	0	0	200
Crieff - Employment Land/Advance Unit Provision	0	0	0	0	0	790	2	792	792
Additional Infrastructure Investment - Broxden	0	0	0	0	0	52	(2)	50	50
Creative Industries Land/Advance Units	0	0	0	0	0	250	0	250	250
<b>Sub-Total</b>	<b>1,242</b>	<b>(312)</b>	<b>930</b>	<b>141</b>	<b>930</b>	<b>4,156</b>	<b>300</b>	<b>4,456</b>	<b>5,386</b>
<b>Prudential Borrowing Projects</b>									
Wheeled Bin Replacement Programme - Domestic Bins	184	11	195	202	195	666	(12)	654	849
Wheeled Bin Replacement Programme - Commercial Bins	12	10	22	15	22	81	(12)	69	91
Wheeled Bin Replacement Programme - 140L Bins	459	2	461	459	461	169	(2)	167	628
Recycling Containers, Oil Banks & Battery Banks Replacement	88	(35)	53	43	53	376	13	389	442
Capital Receipts - Disposals	(1)	(1)	(2)	(2)	(2)	0	0	0	(2)
Litter Bins	10	0	10	0	10	240	(100)	140	150
Smart Cities - Smart Waste	0	0	0	0	0	0	205	205	205
Third Party Contribution (EDRF)	0	0	0	0	0	0	(83)	(83)	(83)
Vehicle Replacement Programme	1,547	(405)	1,242	690	1,242	18,636	(1,543)	17,093	18,335
Capital Receipts - Vehicle Disposals	(189)	19	(170)	(143)	(170)	(1,818)	109	(1,709)	(1,879)
Third Party Contribution	(10)	0	(10)	(10)	(10)	0	0	0	(10)
Energy Conservation & Carbon Reduction - Waste Reduction	39	(12)	27	0	27	0	6	6	33
Energy Conservation & Carbon Reduction Programme	108	(23)	85	85	85	990	29	1,019	1,104
Installation of Photovoltaic Units	(1)	0	(1)	0	(1)	0	0	0	(1)
Corporate Asset Management - SNAPPI	128	39	167	63	167	372	(222)	150	317
POP - 2 High Street Essential Compliance & Improvement W	3,651	0	3,651	4,333	3,651	0	0	0	3,651
Revenue Contribution (CEEF)	(202)	0	(202)	0	(202)	0	0	0	(202)
POP - IT HUB, Carpenter House Essential & Improvements \	0	0	0	0	0	18	0	18	18
POP - Pullar House Office Redesign & Ancillary Works	0	0	0	0	0	37	(37)	0	0
Canal Street Car Park Improvements	1,808	0	1,808	1,443	1,808	0	0	0	1,808
Revenue Contribution (Car Park Reserve)	(960)	0	(960)	0	(960)	0	0	0	(960)
Crematorium - Memorial Garden Enhancement	7	0	7	7	7	57	0	57	64
Crematorium - Abatement Works	57	88	145	11	145	2,503	(88)	2,415	2,560
Street Lighting Renewal - LED & Column Replacement	1,180	(358)	822	867	822	7,867	(57)	7,810	8,632
Smart Cities - Intelligent Street Lighting	0	(166)	358	0	358	0	385	385	743
Third Party Contribution (EDRF)	0	(15)	(15)	0	(15)	0	(132)	(132)	(298)
Third Party Contribution (CIF)	0	(15)	(15)	0	(15)	0	(15)	(15)	(30)
Perth Harbour - Dredging	80	0	80	0	80	790	0	790	870
Land Purchase & Development	0	0	0	0	0	1,000	0	1,000	1,000
Tay Heat Pump & District Heat Network	0	0	0	0	0	4,500	0	4,500	4,500
Technology & Innovation Incubator Units	0	0	0	40	0	1,000	0	1,000	1,000
<b>Sub Total</b>	<b>8,095</b>	<b>(488)</b>	<b>7,607</b>	<b>8,103</b>	<b>7,607</b>	<b>37,484</b>	<b>(1,556)</b>	<b>35,928</b>	<b>43,535</b>
<b>TOTAL: THE ENVIRONMENT SERVICE</b>									
	<b>35,606</b>	<b>1,758</b>	<b>37,364</b>	<b>31,874</b>	<b>37,364</b>	<b>317,091</b>	<b>(881)</b>	<b>316,210</b>	<b>353,574</b>

PERTH AND KINROSS COUNCIL  
COMPOSITE CAPITAL PROGRAMME  
SUMMARY OF CAPITAL RESOURCES AND EXPENDITURE 2016/17 to 2022/23

	Approved Budget Report 3 2016/17 (£'000)	Proposed Budget Adjustment Report 4 2016/17 (£'000)	Revised Budget Report 4 2016/17 (£'000)	Actuals to 28-Feb-17 2016/17 (£'000)	Projected Outturn 2016/17 (£'000)	Approved Budget Report 3 Future Years (£'000)	Proposed Budget Adjustment Report 4 Future Years (£'000)	Approved Budget Report 4 Future Years (£'000)	Revised Budget Report 4 TOTAL (£'000)
<b>HOUSING AND COMMUNITY CARE</b>									
Travellers Sites Regeneration									
Gypsy Travellers Site Improvement Works	46	0	46	16	46	104	0	104	150
<u>Community Care</u>									
Housing with Care - Communal Facilities	0	0	0	0	0	345	0	345	345
JELS - Facility Service Enhancement	15	0	15	10	15	0	0	0	15
Beechgrove - Refurbish Communal Areas	0	0	0	0	0	241	0	241	241
Dalveem RHE - Refurbish Communal Areas	325	0	325	294	325	0	0	0	325
Revenue Contribution	(318)	0	(318)	0	(318)	0	0	0	(318)
Developing Supported Tenancies	0	0	0	0	0	229	0	229	229
Letham Wellbeing Hub	8	0	8	4	8	2,842	0	2,842	2,850
Relocation of Area Office to Former Rannoch Road Day Cent	264	0	264	234	264	0	0	0	264
Refurbish & Extend Lewis Place Day Care Centre for Older P	0	0	0	0	0	368	0	368	368
Software Licence Charges	100	(5)	95	95	95	550	5	555	650
Occupational Therapy Equipment	291	(10)	281	195	281	1,500	10	1,510	1,791
Council Contact Centre									
Council Contact Centre	49	(33)	16	15	16	273	33	306	322
<b>TOTAL: HOUSING &amp; COMMUNITY CARE</b>	<b>780</b>	<b>(48)</b>	<b>732</b>	<b>863</b>	<b>732</b>	<b>6,452</b>	<b>48</b>	<b>6,500</b>	<b>7,232</b>
<b>CORPORATE AND DEMOCRATIC SERVICES</b>									
ICT Infrastructure & Replacement and Upgrade Programme	1,400	0	1,400	735	1,400	13,056	0	13,056	14,456
Extension to EDRMS	53	0	53	13	53	0	0	0	53
<b>Sub-Total</b>	<b>1,453</b>	<b>0</b>	<b>1,453</b>	<b>748</b>	<b>1,453</b>	<b>13,056</b>	<b>0</b>	<b>13,056</b>	<b>14,509</b>
<u>Prudential Borrowing Projects</u>									
Online Services& MyAccount	230	(40)	190	0	190	1,070	40	1,110	1,300
Mobile Working Review	300	(140)	160	0	160	978	140	1,118	1,278
<b>Sub-Total: Prudential Borrowing</b>	<b>530</b>	<b>(180)</b>	<b>350</b>	<b>0</b>	<b>350</b>	<b>2,048</b>	<b>180</b>	<b>2,228</b>	<b>2,578</b>
<b>TOTAL: CORPORATE AND DEMOCRATIC SERVICES</b>	<b>1,983</b>	<b>(180)</b>	<b>1,803</b>	<b>748</b>	<b>1,803</b>	<b>15,104</b>	<b>180</b>	<b>15,284</b>	<b>17,087</b>
<b>TOTAL COMPOSITE NET EXPENDITURE</b>	<b>57,489</b>	<b>1,563</b>	<b>59,052</b>	<b>50,389</b>	<b>59,052</b>	<b>462,162</b>	<b>9,464</b>	<b>471,626</b>	<b>530,678</b>
(NET OF GRANTS, REVENUE AND 3RD PARTY CONTRIBUTIONS, AND RING FENCED RECEIPTS)									

PERTH AND KINROSS COUNCIL  
COMPOSITE CAPITAL PROGRAMME  
SUMMARY OF CAPITAL RESOURCES AND EXPENDITURE 2016/17 to 2022/23

	Approved Budget Report 3 2016/17 (£'000)	Proposed Budget Adjustment Report 4 2016/17 (£'000)	Revised Budget Report 4 2016/17 (£'000)	Actuals to 28-Feb-17 2016/17 (£'000)	Projected Outturn 2016/17 (£'000)	Approved Budget Report 3 Future Years (£'000)	Proposed Budget Adjustment Report 4 Future Years (£'000)	Approved Budget Report 4 Future Years (£'000)	Revised Budget Report 4 TOTAL (£'000)
<b>CAPITAL RECEIPTS</b>									
General Capital Grant - Scottish Government	(12,250)	(222)	(12,472)	(12,472)	(12,472)	(102,223)	222	(102,001)	(114,473)
Developer Contributions	0	0	0	0	0	(13,000)	0	(13,000)	(13,000)
General Fund - Capital Receipts/Disposal	(1,390)	420	(970)	(989)	(970)	(3,512)	625	(2,887)	(3,857)
Commercial Property - Capital Receipts/Disposal	(976)	959	(17)	(695)	(17)	(3,453)	(1,070)	(4,523)	(4,540)
General Fund Housing Receipts	(8)	0	(8)	(5)	(8)	(16)	0	(16)	(24)
<b>Total: Capital Receipts</b>	<b>(14,624)</b>	<b>1,157</b>	<b>(13,467)</b>	<b>(14,161)</b>	<b>(13,467)</b>	<b>(122,204)</b>	<b>(223)</b>	<b>(122,427)</b>	<b>(135,894)</b>
<b>Annual Composite Borrowing Requirement</b>	<b>42,865</b>	<b>2,720</b>	<b>45,585</b>	<b>36,228</b>	<b>45,585</b>	<b>339,958</b>	<b>9,241</b>	<b>349,199</b>	<b>394,784</b>
<b>CAPITAL RECEIPTS BROUGHT FORWARD</b>	<b>(1,788)</b>	<b>0</b>	<b>(1,788)</b>	<b>(1,788)</b>	<b>(1,788)</b>	<b>(1,522)</b>	<b>(1,702)</b>	<b>(3,224)</b>	<b>(1,788)</b>
<b>CAPITAL RECEIPTS CARRIED FORWARD</b>	<b>1,522</b>	<b>(647)</b>	<b>875</b>	<b>2,342</b>	<b>875</b>	<b>819</b>	<b>2,472</b>	<b>3,291</b>	<b>942</b>
<b>TOTAL NET COMPOSITE BORROWING REQUIREMENT</b>	<b>42,599</b>	<b>2,073</b>	<b>44,672</b>	<b>36,782</b>	<b>44,672</b>	<b>339,255</b>	<b>10,011</b>	<b>349,266</b>	<b>393,938</b>



PERTH AND KINROSS COUNCIL

HOUSING INVESTMENT PROGRAMME

SUMMARY OF CAPITAL RESOURCES AND EXPENDITURE 2016/17 to 2020/21

	Approved Budget Report 3 2016/17 £'000	Proposed Budget Adjustment Report 4 2016/17 £'000	Revised Budget Report 4 2016/17 £'000	Actual to 28-Feb-17 2016/17 £'000	Projected Outturn Report 4 2016/17 £'000	Approved Budget Report 3 2017/18 £'000	Proposed Budget Adjustment Report 4 2017/18 £'000	Revised Budget Report 4 2017/18 £'000	Approved Budget Report 3 2018/19 £'000	Proposed Budget Adjustment Report 4 2018/19 £'000	Revised Budget Report 4 2018/19 £'000	Approved Budget Report 3 2019/20 £'000	Proposed Budget Adjustment Report 4 2019/20 £'000	Revised Budget Report 4 2019/20 £'000	Approved Budget Report 3 2020/21 £'000	Proposed Budget Adjustment Report 4 2020/21 £'000	Revised Budget Report 4 2020/21 £'000
<b>Council House New Build Programme</b>																	
<b>Pitlochry, Lower Oakfield - 6 Units</b>	10		10	0	10	0		0	0		0	0		0	0	0	10
Council Tax (Second Income)	0		0	0	0	0		0	0		0	0		0	0	0	0
Scottish Government Subsidy	0		0	0	0	0		0	0		0	0		0	0	0	0
	10	0	10	0	10	0	0	0	0	0	0	0	0	0	0	0	10
<b>Alyth, Springbank Road (Phase 2) - 11 Units</b>	587		587	513	587	0		0	0		0	0		0	0	0	587
Council Tax (Second Income)	0		0	0	0	0		0	0		0	0		0	0	0	0
Scottish Government Subsidy	0		0	0	0	0		0	0		0	0		0	0	0	0
	587	0	587	513	587	0	0	0	0	0	0	0	0	0	0	0	587
<b>Balbeggie - 16 Units</b>	39		39	3	39	0		0	0		0	0		0	0	0	39
Council Tax (Second Income)	0		0	0	0	0		0	0		0	0		0	0	0	0
Scottish Government Subsidy	0		0	0	0	0		0	0		0	0		0	0	0	0
	39	0	39	3	39	0	0	0	0	0	0	0	0	0	0	0	39
<b>Jeanfield Road, Perth (Phase 4) - 14 Units</b>	20		20	0	20	0		0	0		0	0		0	0	0	20
Council Tax (Second Income)	0		0	0	0	0		0	0		0	0		0	0	0	0
Scottish Government Subsidy	0		0	0	0	0		0	0		0	0		0	0	0	0
	20	0	20	0	20	0	0	0	0	0	0	0	0	0	0	0	20
<b>Old Mill Road, Blairgowrie - 7 Units</b>	82		82	62	82	0		0	0		0	0		0	0	0	82
Council Tax (Second Income)	0		0	0	0	0		0	0		0	0		0	0	0	0
Scottish Government Subsidy	0		0	0	0	0		0	0		0	0		0	0	0	0
	82	0	82	62	82	0	0	0	0	0	0	0	0	0	0	0	82
<b>Glennearn Road - 8 Units</b>	811	(110)	701	85	701	500	110	610	0		0	0		0	0	0	1,311
Council Tax (Second Income)	(160)		(160)	0	(160)	0		0	0		0	0		0	0	0	(160)
Scottish Government Subsidy	195	(110)	85	85	85	500	110	610	0		0	0		0	0	0	695
	472	(213)	259	9	259	1,950	213	2,163	0		0	0		0	0	0	2,422
Council Tax (Second Income)	0		0	0	0	(400)		(400)	0		0	0		0	0	0	(400)
Scottish Government Subsidy	472	(213)	259	9	259	(1,010)	213	(1,010)	0		0	0		0	0	0	(1,010)
	0	1	1	0	1	540	213	753	0	0	0	0	0	0	0	0	1,012
<b>The Glebe</b>	0		0	0	0	0		0	0		0	0		0	0	0	1
Council Tax (Second Income)	0		0	0	0	0		0	0		0	0		0	0	0	0
Scottish Government Subsidy	0		0	0	0	0		0	0		0	0		0	0	0	0
	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	1
<b>Nimmo Avenue, Perth - 16 Units</b>	1,811		1,811	834	1,811	329		329	0		0	0		0	0	0	2,140
Council Tax (Second Income)	(320)		(320)	0	(320)	0		0	0		0	0		0	0	0	(320)
Scottish Government Subsidy	579	0	579	834	579	329	0	329	0		0	0		0	0	0	908
	1,060	0	1,060	858	1,060	100		100	0		0	0		0	0	0	1,160
Council Tax (Second Income)	(160)		(160)	0	(160)	0		0	0		0	0		0	0	0	(160)
Scottish Government Subsidy	444	0	444	858	444	100	0	100	0		0	0		0	0	0	544
	0	294	294	294	294	0		0	0		0	0		0	0	0	294
Council Tax (Second Income)	0		0	0	0	0		0	0		0	0		0	0	0	0
Scottish Government Subsidy	0		0	0	0	0		0	0		0	0		0	0	0	0
<b>208, Clieff Road, Perth</b>	1,800	(1)	1,799	0	1,799	2,914	0	2,914	2,996		3,076	3,158		3,076	3,158	0	13,943
Council Tax (Second Income)	0		0	0	0	0		0	0		0	0		0	0	0	0
Scottish Government Subsidy	1,800	(1)	1,799	0	1,799	2,914	0	2,914	2,996	0	3,076	3,158	0	3,076	3,158	0	13,943
	4,228	(323)	3,905	2,658	3,905	4,383	323	4,706	2,996	0	3,076	3,158	0	3,076	3,158	0	17,841
<b>Future Developments</b>																	
Council Tax (Second Income)	0		0	0	0	0		0	0		0	0		0	0	0	0
Scottish Government Subsidy	0		0	0	0	0		0	0		0	0		0	0	0	0
	0		0	0	0	0		0	0		0	0		0	0	0	0
<b>Total Council House New Build</b>	4,228	(323)	3,905	2,658	3,905	4,383	323	4,706	2,996	0	3,076	3,158	0	3,076	3,158	0	17,841
<b>Increase in Council House Stock</b>	2,628	110	2,738	2,756	2,738	867	(40)	827	867		867	867		867	867		6,166
Council House Buy-Backs	(675)	(70)	(945)	0	(945)	0		0	0		0	0		0	0		(945)
Scottish Government Subsidy	1,753	40	1,793	2,756	1,793	867	(40)	827	867	0	867	867	0	867	867	0	5,221

	Approved Budget Report 3 2016/17 £'000	Proposed Budget Adjustment Report 4 2016/17 £'000	Revised Budget Report 4 2016/17 £'000	Actual to 28-Feb-17 2016/17 £'000	Projected Outturn Report 4 2016/17 £'000	Approved Budget Report 3 2017/18 £'000	Proposed Budget Adjustment Report 4 2017/18 £'000	Revised Budget Report 4 2017/18 £'000	Approved Budget Report 3 2018/19 £'000	Proposed Budget Adjustment Report 4 2018/19 £'000	Revised Budget Report 4 2018/19 £'000	Approved Budget Report 3 2019/20 £'000	Proposed Budget Adjustment Report 4 2019/20 £'000	Revised Budget Report 4 2019/20 £'000	Approved Budget Report 3 2020/21 £'000	Proposed Budget Adjustment Report 4 2020/21 £'000	Revised Budget Report 4 2020/21 £'000	Revised Budget Report 4 TOTAL £'000
<b>Lock-ups and Garage Sites</b>	<b>2,117</b>	<b>(53)</b>	<b>2,064</b>	1,295	<b>2,064</b>	<b>1,697</b>		1,697	<b>0</b>		<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>		<b>0</b>	<b>3,761</b>
<b>Standard Delivery Plan</b>																		
Central Heating and Rewiring Works	3,850		3,850	3,308	3,850	1,664		1,664	1,750		1,750	1,500		1,500	1,300		1,300	10,064
Double Glazing	2,741	200	2,941	1,975	2,941	650		650	500		500	300		300	400		400	4,791
Controlled Door Entry	676		676	373	676	489		489	10		10	10		10	10		10	1,195
Kitchen Modernisation Programme	732		732	488	732	1,050		1,050	25		25	25		25	600		600	2,432
Bathroom Modernisation Programme	374	239	613	542	613	1,000		1,000	15		15	15		15	65		65	1,708
External Fabric	1,890	250	2,140	1,969	2,140	1,750		1,750	1,400		1,400	1,800		1,800	1,800		1,800	8,890
Energy Efficiency	1,184	(200)	984	6	984	1,750		1,750	2,634		2,634	1,346		1,346	1,000		1,000	7,714
Multi Storey Flats	742	(122)	620	136	620	2,443		2,565	105		105	0		0	100		100	3,390
Environmental Improvements	880		880	640	880	400		400	200		200	400		400	400		400	2,280
Fire Precaution Measures	44		44	0	44	30		30	350		350	249		249	50		50	723
<b>Total Standard Delivery Plan</b>	<b>13,113</b>	<b>367</b>	<b>13,480</b>	<b>9,437</b>	<b>13,480</b>	<b>11,226</b>	<b>122</b>	<b>11,348</b>	<b>6,989</b>	<b>0</b>	<b>6,989</b>	<b>5,645</b>	<b>0</b>	<b>5,645</b>	<b>5,725</b>	<b>0</b>	<b>5,725</b>	<b>43,187</b>
<b>Other Investment in Council House Stock</b>																		
Muirton Shops Development	737	18	755	702	755	0		0	0		0	0		0	0		0	755
Social Major Adaptations to Council House Stock	153		153	62	153	250		250	250		250	250		250	250		250	1,153
St Catherine's Road	135	1	136	127	136	0		0	0		0	0		0	0		0	136
Glengary Road	21		21	13	21	0		0	0		0	0		0	0		0	21
Former General Fund Tied Accommodation	68		68	62	68	0		0	0		0	0		0	0		0	68
22 Nimmo Place, Perth	154	21	175	155	175	0		0	0		0	0		0	0		0	175
Shops & Offices	75	(70)	5	0	5	70		70	70		70	50		50	70		70	265
Greyfriars and satellites	123		123	15	123	0		0	0		0	0		0	0		0	123
Sheltered Housing	19		19	15	19	100		100	100		100	25		25	0		0	244
Sheltered Housing - Housing Add'l Support	365	(275)	90	91	90	576	275	851	0		0	0		0	0		0	941
Recharge General Capital Works	126	(72)	54	45	54	160		160	160		160	160		160	160		160	694
Upgrade and Replacements to Lifts Programme	24		24	13	24	0		0	0		0	150		150	0		0	174
ICT Expenditure	137		137	12	137	50		50	50		50	50		50	50		50	337
Mortgage to Rent	402	(334)	68	68	68	250		250	250		250	250		250	250		250	1,068
<b>Total Other Investment in Council House Stock</b>	<b>2,539</b>	<b>(711)</b>	<b>1,828</b>	<b>1,380</b>	<b>1,828</b>	<b>1,456</b>	<b>275</b>	<b>1,731</b>	<b>880</b>	<b>0</b>	<b>880</b>	<b>935</b>	<b>0</b>	<b>935</b>	<b>780</b>	<b>0</b>	<b>780</b>	<b>6,154</b>
<b>Total Net Expenditure</b>	<b>23,750</b>	<b>(680)</b>	<b>23,070</b>	<b>17,526</b>	<b>23,070</b>	<b>19,629</b>	<b>680</b>	<b>20,309</b>	<b>11,732</b>	<b>0</b>	<b>11,732</b>	<b>10,523</b>	<b>0</b>	<b>10,523</b>	<b>10,530</b>	<b>0</b>	<b>10,530</b>	<b>76,164</b>
CAPITAL RECEIPTS	(2,000)	(275)	(2,275)	(2,033)	(2,275)	0		0	0		0	0		0	0		0	(2,275)
OTHER INCOME	(10)		(10)	(9)	(10)	0		0	0		0	0		0	0		0	(10)
CFOR	(4,073)		(4,073)	0	(4,073)	(2,857)		(2,857)	(2,827)		(2,827)	(3,150)		(3,150)	(3,624)		(3,624)	(16,531)
<b>TOTAL BORROWING REQUIREMENT</b>	<b>17,667</b>	<b>(955)</b>	<b>16,712</b>	<b>15,484</b>	<b>16,712</b>	<b>16,772</b>	<b>680</b>	<b>17,452</b>	<b>8,905</b>	<b>0</b>	<b>8,905</b>	<b>7,373</b>	<b>0</b>	<b>7,373</b>	<b>6,906</b>	<b>0</b>	<b>6,906</b>	<b>57,348</b>

Other Investment in Council House Stock

Muirton Shops Development

Social Major Adaptations to Council House Stock

St Catherine's Road

Glengary Road

Former General Fund Tied Accommodation

22 Nimmo Place, Perth

Shops & Offices

Greyfriars and satellites

Sheltered Housing

Sheltered Housing - Housing Add'l Support

Recharge General Capital Works

Upgrade and Replacements to Lifts Programme

ICT Expenditure

Mortgage to Rent

Total Other Investment in Council House Stock

Total Net Expenditure

CAPITAL RECEIPTS

OTHER INCOME

CFOR

TOTAL BORROWING REQUIREMENT



**RENEWAL & REPAIR FUND PROPOSED BUDGET 2016/17**

	Approved Budget 2016/17		Revised Budget 2016/17		Projected Outturn 2016/17	
	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>
Opening Balance as at 1 April 2016		1,234		1,234		1,234
<u>Less Expenditure</u>						
Integrated Human Resources and Payroll System	20		20		20	
Perth Office Programme	360		360		360	
Property Maintenance	450		450		450	
King George V Hockey Pitch	136		0		0	
		(966)		(830)		(830)
<u>Add Income</u>						
Interest credited to the Fund	1		1		1	
Contribution from Revenue Budget	0		0		0	
		1		1		1
<b>Projected Closing Balance as at 31 March 2017</b>		<u><u>269</u></u>		<u><u>405</u></u>		<u><u>405</u></u>



Service	Total No of projects	Number on track	Number slipping	Number accelerating	Total %age spend	General Fund	HRA
ECS	30	28	0	2	Projected Outturn as percentage of 2016/17 Budget approved 22 June 2016 (GF) and 27 January 2016 (HRA) Net Expenditure at 28 February 2017 as percentage of Revised 2016/17 budget	100%	124%
CDS	4	2	2	0		85%	76%
HCC	50	43	6	1			
TES	102	92	9	1			
<b>TOTAL</b>	<b>186</b>	<b>165</b>	<b>17</b>	<b>4</b>			

Service	Project Name	Target Date for Completion	Project Delivery on Target	Budget Adjustment	Comments	Corrective Actions
<b>Accelerated Projects</b>						
ECS	Kinross Primary School	May 2018	Yes	3.3.3	The planned enabling works that were completed in the summer have allowed the contractor operational access to the site earlier than originally anticipated and this is reflected within the revised spend projection. Progress on the site has been favourable with mild weather conditions assisting works.	Budget to be accelerated and rephased
ECS	Tulloch Primary School	May 2018	Yes	3.3.3	The planned enabling works that were completed in the summer have allowed the contractor operational access to the site earlier than originally anticipated and this is reflected within the revised spend projection. Progress on the site has been favourable with mild weather conditions assisting works.	Budget to be accelerated and rephased
TES	A9/A85 Road Junction Improvements	March 2019	Yes	3.4.3	To date the progress on site has been better than anticipated, with favourable weather conditions assisting progress. The contractor was geared up on site to exploit this opportunity and gain valuable traction into the construction programme.	Budget to be accelerated and rephased
HCC - HRA	Council House Buy-Backs	Ongoing programme of works	Yes	4.5	As previously reported, excellent progress has been made within the 2016/17 housing stock buy back programme with 27 properties purchased and 6 more under offer. The previously reported additional Scottish Government funding of £490,000 along with a programme acceleration allows this progress to continue at a steady rate and Officers to pursue all market opportunities.	Budget to be accelerated and rephased
<b>Slipping Projects</b>						
TES	CP1P - Food and Drink Park Project	July 2017	Yes	3.4.7	As previously reported, the contract for the Perth Food and Drink Park business units has been awarded, however, due to the delay in completing the procurement process the spend profile has been updated to reflect the revised programme of works.	Budget to be rephased
TES	Creative Exchange	December 2018	No		There are a number of interdependencies (grant funding, partnership project) associated with this project which have impacted on the speed of progression in the early development stages and subsequent future year spend reprofiling. The project team are working closely with the external service provider and Property Services to conclude the overall scope of the project which will allow the project to proceed into the detailed design phase.	Budget to be rephased
TES	Allyth Environmental Improvements	August 2018	No		The reliance of this project on third party funding has impacted on the initiation of the procurement process. However, funding available for the project has recently been confirmed and it can now progress with a clear remit of scope.	Budget to be rephased
TES	Perth High School - Internal Services & Refurbishment	Fixed programme of works	No		As per the Full Council budget motion allocation on 22nd February 2017 it is recognised that the long term strategy for Perth High School is under review. With this in mind a works programme and plan is being revised to prioritise work to maintain the live environment and provide an element of improvement for the users prior to, potential, replacement in the medium-term.	Budget to be rephased

Service	Project Name	Target Date for Completion	Project Delivery on Target	Budget Adjustment	Comments	Corrective Actions
TES	Pitlochry High School - Upgrade Programme	Fixed programme of works	No		Property services and the ECS project team are reviewing the impact of the programme of works relating to Pitlochry Secondary School upgrade programme alongside the full replacement of Pitlochry Primary School - a feasibility study is to be commissioned to assess options. Once the implications of both work streams are known a full programme of works will be produced.	Budget to be rephased
TES	Fire Risk Assessment works	Fixed programme of works	No		Property services and the ECS Programme Board are assessing options to integrate these works into the other work programmes relating to Perth High School and Perth Academy, with the RDM works being taken forward independently. This process has impacted on the original delivery timeline for the works.	Budget to be rephased
TES	Life Expired Building programme	Fixed programme of works	No		A future years outline programme of works has been produced with feasibility studies commissioned. A large portion of the budget has been slipped into 2018/19 to account for the lead in time for future year projects.	Budget to be rephased
TES	Cultural Attractions	TBC	Yes		The early development stages of Perth City Hall, PMAG and the Collections Store are progressing well. The budgets have been reprofiled to reflect the most recent outline programme information.	Budget to be rephased
TES	Land Purchase and Development	TBC	No		The process of identifying a suitable site is ongoing. The budget has been reprofiled to reflect the reliance on market opportunities and difficulty of securing a firm timeline.	Budget to be rephased
CCS	Transformation Projects - (i) Online Services & MyAccount (ii) Mobile Working Review	TBC	No	3.6.1	The Transformation Projects within the Prudential Borrowing programme have been delayed as a result of additional time taken to get the programme up and running, and procurement of the technology required to operate both projects	Budget to be rephased
HCC - GF	Beechgrove Care Home	On hold	No	3.5.2	Project on hold pending a review of older peoples service requirements	Budget to be rephased
HCC - GF	Lewis Place Day Care	On hold	No	3.5.2	Project on hold pending a review of older peoples service requirements	Budget to be rephased
HCC - HRA	Housing New Build - Glenearn Rd Perth	July 2017	No	4.4	Delays experienced concluding a suitable technical solution for the decontamination of land have delayed the on site start date of the project and subsequently reduced the level of spend within 2016/17. Site works have now begun with ground works and piling taking place within 2016/17.	Budget to be rephased
HCC - HRA	Housing New Build - Birch Avenue Scone	October 2017	No	4.4	Delays have been experienced concluding the site layout design - after public consultation a revised layout was explored, however, the conclusion with planners was that the original design suited the site best. This exercise has delayed the on-site start date of the project and subsequently reduced the level of spend within 2016/17. Demolition works have now begun with site preparations and ground works continuing thereafter.	Budget to be rephased
HCC - HRA	Multi Storey Flats Programme	September 2017	No	4.7	A review of the delivery method for the project has taken place and a new programme of works has been confirmed. This has impacted the original spend profile, however, significant progress has been made in recent weeks with window and door replacements and refurbishments of the locks underway at Potterhill and Pomarium flats.	Budget to be rephased
HCC - HRA	Sheltered Housing with Additional Support	March 2018	No	4.7	The tender returns were over budget and options have been assessed for the best way forward for the project - this has caused delays to the on site start date and subsequent spend profile.	Budget to be rephased

## PERTH AND KINROSS COUNCIL

## Strategic Policy and Resources Committee

19 April 2017

## COMMUNITY ASSET TRANSFER POLICY

**Report by the Senior Depute Chief Executive, Education and Children's Services (Equality, Community Planning and Public Service Reform)****PURPOSE OF REPORT**

This report introduces a draft Policy on Community Asset Transfer, which will enable Perth and Kinross Council to respond appropriately to Part 5 of the Community Empowerment (Scotland) Act 2015 and support communities to take control of the things that matter to them.

**1. BACKGROUND / MAIN ISSUES**

- 1.1 Community Asset Transfer is the transfer of responsibility for land or buildings from the Council to a Community Body – these assets can include village halls, greenspace, office buildings, or any other land or buildings held by the Council.
- 1.2 Part 5 of the [Community Empowerment \(Scotland\) Act 2015](#) sets out a new right for Community Bodies to request the transfer of assets from Public Bodies. This Part of the Act, including associated secondary legislation, came into force on 23 January 2017.
- 1.3 The Local Government (Scotland) Act 1973 places a statutory obligation on the Council to obtain the best price or the best rent when it disposes of any asset by sale or lease. However, the Disposal of Land by Local Authorities (Scotland) Regulations 2010 allow the Council to dispose of an asset for less than market value, where it has weighed up the advantages and disadvantages of the proposal and has satisfied itself that the disposal is reasonable and that the benefits accruing to the community are such that a disposal for less than market value can be justified.
- 1.4 The aim of Community Asset Transfer is to improve or promote economic development, regeneration, public health, social wellbeing or environmental wellbeing. Under the Community Empowerment (Scotland) Act 2015, a Community Body wanting to take on an asset must set out the reasons for the request, the benefits that would arise from the transfer, and the price or the rent they would pay to buy or lease the land or building. The Council must consider a range of factors in its decision, but must agree to the request unless there are reasonable grounds for refusing it. If the request is refused, the Community Body has a right to have the decision reviewed by the Council. If the original decision is upheld after review, the community body has a right of appeal to the Scottish Ministers.

- 1.5 A draft Policy and accompanying Guidance have been compiled by a working group of officers from The Environment Service (Property, Community Greenspace, Estates and Planning, Economic Development), Legal Services, Housing and Community Care, Democratic Services and Community Services. The working group received technical advice from Development Trusts Association Scotland (DTAS) during the drafting process. The draft Policy and Guidance were approved at Executive Officer Team on 11 November 2016. Scottish Government then produced final Guidance and Regulations in January 2017. This led to some revision of the draft Policy, with further technical advice from DTAS, to ensure consistency with the Guidance and Regulations.

## **2. PROPOSALS**

- 2.1 The draft Community Asset Transfer Policy (Appendix 1) states the Council's proposed position in relation to Part 5 of the Community Empowerment (Scotland) Act 2015 ("the Act").
- 2.2 An "asset" may include land or buildings, as defined in the Act. It can refer to greenspace, village halls, or any other land or buildings owned by the Council. A "transfer" can refer to a transfer of management responsibility, to a short or long term lease, or to the transfer of outright ownership of the asset. A Community Body is a body which consists of members of the community which aims to promote a benefit to that community. A detailed definition is contained in section 19 of the Community Empowerment (Scotland) Act 2015.
- 2.3 The draft Policy states that the Council supports the principle of Community Asset Transfer and will support communities to make it happen. A named Single Point of Contact within the Council will support the Community Body throughout the process. This contact will liaise with other parts of Perth and Kinross Council to co-ordinate the necessary information and will keep the Community Body informed of developments and timescales.
- 2.4 The Policy states that all requests for asset transfer will be considered against the potential economic, social and environmental benefits to the community. It sets out a range of potential benefits that the transfer of Council assets to community bodies can offer to local communities, to the community bodies, and to the Council.
- 2.5 Perth and Kinross Council has previously identified a number of assets that are surplus to requirements, including buildings and greenspace. There is an opportunity to pro-actively market these surplus assets, so that Community Bodies seeking Asset Transfers are encouraged to consider them. Support is offered to the Community Body throughout the Asset Transfer Request process to help ensure that they are eligible and able to take on the responsibilities associated with Asset Transfer, principally by the local Community Capacity Building worker.

- 2.6 [Guidance](#) accompanying the Policy sets out how a Community Body can make an Asset Transfer request, and how the Council will deal with that request. Appendix 2 provides a flowchart showing the process for a Community Asset Transfer. The Guidance sets out the detail of this two-stage process. Support is available to the Community Body at all stages of the process through a Council officer nominated as the Single Point of Contact. This role will be fulfilled by the local Community Capacity Building worker.
- 2.6.1 **Stage 1** involves an Expression of Interest by a Community Body about a particular asset. The Expression of Interest stage helps the Community Body develop their proposal and determine its viability before going through the detailed formal application stage. The outcome of the Expression of Interest does not prevent Community Bodies submitting a formal application for asset transfer request under the Act. The intention of the Expression of Interest stage is to open dialogue between the Community Body and the Council, and to give an early indication of the likely success of an Asset Transfer Request.
- 2.6.2 **Stage 2** involves a detailed formal application by the Community Body, which will be considered by a Review Team consisting of officers from all relevant Council services. This detailed application will include a business plan and information such as feasibility studies on the property; financial capability; community consultation; risk assessment; and project objectives. Community Capacity staff will facilitate the Community Body in developing the application and business case. The Review Team will make a recommendation to the relevant Council Committee(s), which will take the decision whether to grant the request.
- 2.7 Appendices to the Guidance provide detail on timescales and the forms to be used. All forms will be made available on the Perth & Kinross Council website for completion online.
- 2.8 The Council has considered a number of Community Asset Transfer requests in the past. These requests have been dealt with by Services as and when they arose. This has proven time-consuming for officers, and the range of services involved can be confusing for the Community Body making the request. With the commencement of Part 5 of the Act, we anticipate an increase in the number and range of Community Asset Transfer requests. The adoption of a clear Policy and Guidance will enable the Council to consider requests against a consistent set of criteria; work to agreed timescales; and provide greater clarity for Community Bodies about the process through a single point of contact.
- 2.9 The fact that there have been previous Community Asset Transfer requests means that there is a considerable body of experience within the Council of dealing with these requests, including the ability to support Community Bodies. The draft Policy and Guidance draws on this experience by ensuring that a Single Point of Contact is nominated, both to co-ordinate the gathering of information from relevant services, and to liaise with and support the Community Body.

2.10 If this draft Policy is adopted, implementation can begin immediately. Implementation will involve:

- Publishing the Policy and Guidance on the Council website
- Briefing Customer Contact Centre staff on the Policy's implications for how they should respond to people enquiring about Community Asset Transfers
- Briefing members of the Community Capacity Building Team, some of whom are already supporting Community Bodies with Community Asset Transfer requests, on their role as the Single Point of Contact
- Briefings to Action Partnerships on Community asset transfer
- Developing an easy-read "how to guide" for communities in a format accessible to them, to accompany the policy

2.11 The Corporate Asset Management Team currently has a register of assets from the Property Management System (Concerto), which can be filtered in different ways depending on the request. However, the register of assets is not publicly available at present, and to fully comply with the Act will need to be made accessible, for example by including a link to it on the Perth & Kinross Council website. Scoping work has commenced to establish how and when this can be achieved.

### 3. CONCLUSION AND RECOMMENDATIONS

3.1 This report introduces a Policy on Community Asset Transfer (Appendix 1), and accompanying [Guidance](#). Adopting the Policy will help to ensure that Perth and Kinross Council can consistently carry out its duties under the Community Empowerment (Scotland) Act 2015. It will also ensure that the Council is able to maximise the potential benefits to communities, Community Bodies, and the Council itself.

3.2 Strategic Policy and Resources Committee is asked to approve the Community Asset Transfer Policy (Appendix 1).

#### Author(s)

Name	Designation	Contact Details
Rosa Huczynska	Community Planning Policy Team Leader	e-mail <a href="mailto:TESCommittee@pkc.gov.uk">TESCommittee@pkc.gov.uk</a> Telephone: 01738 475000

#### Approved

Name	Designation	Date
John Fyffe	Senior Depute Chief Executive	3 April 2017



If you or someone you know would like a copy of this document in another language or format, (on occasion, only a summary of the document will be provided in translation), this can be arranged by contacting the Customer Service Centre on 01738 475000.

You can also send us a text message on 07824 498145.

All Council Services can offer a telephone translation facility.

## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

<b>Strategic Implications</b>	<b>Yes / None</b>
Community Plan / Single Outcome Agreement	<b>Yes</b>
Corporate Plan	<b>Yes</b>
<b>Resource Implications</b>	
Financial	<b>Yes</b>
Workforce	<b>None</b>
Asset Management (land, property, IST)	<b>Yes</b>
<b>Assessments</b>	
Equality Impact Assessment	<b>Yes</b>
Strategic Environmental Assessment	<b>Yes</b>
Sustainability (community, economic, environmental)	<b>Yes</b>
Legal and Governance	<b>Yes</b>
Risk	<b>Yes</b>
<b>Consultation</b>	
Internal	<b>Yes</b>
External	<b>None</b>
<b>Communication</b>	
Communications Plan	<b>Yes</b>

### 1. Strategic Implications

#### Community Plan/Single Outcome Agreement

1.1 Adopting the Community Asset Transfer Policy supports the delivery of the following Strategic Objectives by enabling citizens to take responsibility for assets within their communities:

- Developing educated, responsible and informed citizens;
  - Supporting people to lead independent, healthy and active lives
- It also supports the delivery of the following Strategic Objectives by empowering communities to find new ways of using assets, making them more sustainable.
- Promoting a prosperous, inclusive and sustainable economy
  - Creating a safe and sustainable place for future generations

## Corporate Plan

- 1.2 Adopting the Community Asset Transfer Policy supports the delivery of the following Strategic Objectives by enabling citizens to take responsibility for assets within their communities:

- Developing educated, responsible and informed citizens;
- Supporting people to lead independent, healthy and active lives
- It also supports the delivery of the following Strategic Objectives by empowering communities to find new ways of using assets, making them more sustainable.
- Promoting a prosperous, inclusive and sustainable economy
- Creating a safe and sustainable place for future generations

## **2. Resource Implications**

### Financial

- 2.1 Council officers from Finance were involved in the development of the Policy and Guidance. It is not possible to provide an accurate projection of any financial implications for the Council, as these will vary depending on the asset. The decision to grant or refuse an asset transfer request will be made at Committee in every case, and will include consideration of any financial implications for the Council of transferring that particular asset. This includes consideration of what represents best value, whether there is any need for a “spend to save” approach, and whether the business plan from the Community Body requesting the transfer reflects a sustainable approach where the Council is not likely to incur further costs.

### Workforce

- 2.2 N/A

### Asset Management (land, property, IT)

- 2.3 The Director (Environment) has been consulted, and has indicated agreement with the proposals.

## **3. Assessments**

### Equality Impact Assessment

- 3.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties. The Equality Impact Assessment undertaken in relation to this report can be viewed clicking [here](#).

- 3.2 The proposals have been considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome:

(i) Assessed as **not relevant** for the purposes of EqIA

#### Strategic Environmental Assessment

- 3.3 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals.
- 3.4 The proposals have been considered under the Act and pre-screening has identified that the policy will have no or minimal environmental effects, it is therefore exempt and the SEA Gateway has been notified. The reason for concluding that the policy will have no or minimal environmental effect is that any decision to transfer a Council asset to a Community Body as a result of the policy will be considered on its own merits at Committee. This will include an assessment of the environmental impact of that particular asset transfer.

#### Sustainability

- 3.5 Under the provisions of the Local Government in Scotland Act 2003 the Council has to discharge its duties in a way which contributes to the achievement of sustainable development. Under the Climate Change (Scotland) Act 2009 the Council also has a duty relating to climate change and, in exercising its functions must act:
- in the way best calculated to delivery of the Act's emissions reduction targets;
  - in the way best calculated to deliver any statutory adaptation programmes; and
  - in a way that it considers most sustainable.
- 3.6 The proposals have been assessed against the Council's Principles for Sustainable Development using the Integrated Appraisal Toolkit, and no impact on climate change was identified.

#### Legal and Governance

- 3.7 The Head of Legal and Governance Services has been consulted.

#### Risk

- 3.8 There will be implications for the Property Asset Management Plan. The Corporate Asset Management Team are aware of the need to update this in line with the Policy.

## **4. Consultation**

### Internal

- 4.1 Elected members were briefed on the Community Empowerment Scotland Act 2015, including Part 5: Community Asset Transfer, in August 2015.
- 4.2 The draft Policy and Guidance were compiled by a working group of officers from The Environment Service (Property, Community Greenspace, Estates and Planning, Economic Development), Legal Services, Housing and Community Care, Democratic Services, and Community Services. The working group received technical advice from Development Trusts Association Scotland (DTAS) during the drafting process. The draft Policy and Guidance were approved at Executive Officer Team on 11 November 2016.

### External

- 4.3 This policy was presented to the Community Planning Partnership Board on 9 December 2016.

## **5. Communication**

- 5.1 Communication about the implementation will require:
  - Publishing the Policy and Guidance on the Council website.
  - Briefing Customer Contact Centre staff on the Policy's implications for how they should respond to people enquiring about Community Asset Transfers.

## **2. BACKGROUND PAPERS**

- [Community Empowerment \(Scotland\) Act 2015](#)
- Draft Final [Regulations and Guidance](#) on Part 5 of the Community Empowerment (Scotland) Act 2015: Community Asset Transfer

## **3. APPENDICES**

- Appendix 1: Community Asset Transfer Policy
- Appendix 2: Community Asset Transfer Process Map





## Perth & Kinross Council

### Community Asset Transfer Policy

#### Introduction

This Policy sets out how Perth & Kinross Council will respond to requests by Community Bodies for the transfer to them of a Council-owned asset.

An asset may include land or buildings, as defined in Part 5 of the Community Empowerment (Scotland) Act 2015 (“the Act”), which came into force in January 2017. An “asset” can refer to greenspace, village halls, or any other land or buildings owned by the Council.

This Policy applies to either a transfer of management responsibility, to a short or long term lease, or to the transfer of outright ownership of the asset.

#### Our Policy

Perth & Kinross Council supports the principle of Community Asset Transfer and will support communities to make it happen.

All requests for asset transfer will be considered against the potential benefits to the community. The potential benefits of a Community Asset Transfer can be measured in terms of the economic, social and environmental wellbeing of the community. In considering potential asset transfers, the Council will evaluate each proposal against the benefits based on the submission of a business plan. Requests will not be refused unless there are reasonable grounds to do so.

Requests will be made using a two-stage process. The first stage is an expression of interest. The expression of interest stage is intended to support Community Bodies in exploring what will be required to make an Asset Transfer Request, and to enable the relevant Council services to begin gathering any necessary information prior to the formal start of the Asset Transfer Request. The second stage is a detailed application form, which constitutes the legal start of the Asset Transfer Request. The two stages are described in detail in the [Guidance](#) accompanying this Policy.

Community Bodies will be offered support at any stage. The Council will provide the Community Body with a named Single Point of Contact who will have responsibility for liaising on behalf of the

Community Body with the different services of the local authority. Their remit is described in the Guidance accompanying this Policy.

Decisions to approve community asset transfers will be made by the relevant Committee or Sub-Committee of the Council. The Single Point of Contact supporting the Community Body will liaise with all relevant services – including Estates, Legal, and Finance. All relevant services will contribute to developing a recommendation to the relevant Committee or Sub-Committee.

The costs associated with an asset transfer request will vary with the asset, but are likely to include registration dues, legal fees, independent valuation, condition survey, Energy Performance Certificate, and Land and Buildings Transaction Tax. The Council will not seek to recover its own costs from the Community Body, but the Community Body will be expected to have in place the resources to cover its share of the costs, including the cost of independent valuations. The Council can assist Community Bodies to identify possible funding sources to help with these costs.

In some circumstances the Council may decide to invest in the asset prior to a transfer. Such investment will be on a spend-to-save basis and will only be considered if the business case for the transfer shows potential savings to the Council, or in exceptional cases, substantial community benefit. The aim of this investment would be to make the asset suitable for use by the Community Body as soon as the transfer takes place.

## National Context

The Scottish Government is committed to increase the pace of public service reform and to empower more communities in Scotland “...*through the ownership of assets and by strengthening their voices in the decisions that matter to them.*” This forms part of the Scottish Government’s response to the recommendations of the Christie Commission and the Scottish Government’s and COSLA’s review of Community Planning. The Community Empowerment (Scotland) Act 2015 makes it easier for communities to take responsibility for public assets.

## Rationale

Encouraging the transfer of Council assets to community bodies can offer benefits to local communities, to the community bodies, and to the local authority.

### Benefits to the Local Community

There are a number of potential benefits to local communities that can result from asset transfer:

1. Devolving power to neighbourhoods can encourage citizen involvement and community action.
2. Contributing towards the regeneration of communities can act as a catalyst for social, environmental and economic regeneration (including the development of community enterprise).



3. Transferring ownership or management offers opportunities to extend the use of a building or the piece of land, increasing its value in relation to the number of people benefiting and the range of opportunities it offers.
4. Stimulating the involvement of local people in shaping and regenerating their communities can be a catalyst for local volunteering and increasing community cohesion.
5. The process of community asset transfer can build confidence and capacity amongst the individuals involved, and can support the creation of community leaders and inspire others to improve their community.

### **Benefits to Community Bodies**

Community control of assets can:

1. Generate long term sustainable revenue streams for Community Bodies, making them more sustainable.
2. Provide local people with a meaningful stake in the future development of the place in which they live and/or work.
3. Be used as leverage to draw in new finance and expand the level of community activity.
4. Result in the creation of new organisations (and potentially Council/Community Body joint ventures) with the ability to lever in additional resources which would be unavailable to the Council acting independently.
5. Create stronger, more sustainable Community Bodies, which can deliver a wide range of benefits for the communities they serve. An asset can provide a Community Body with financial security, recognition, and management capacity

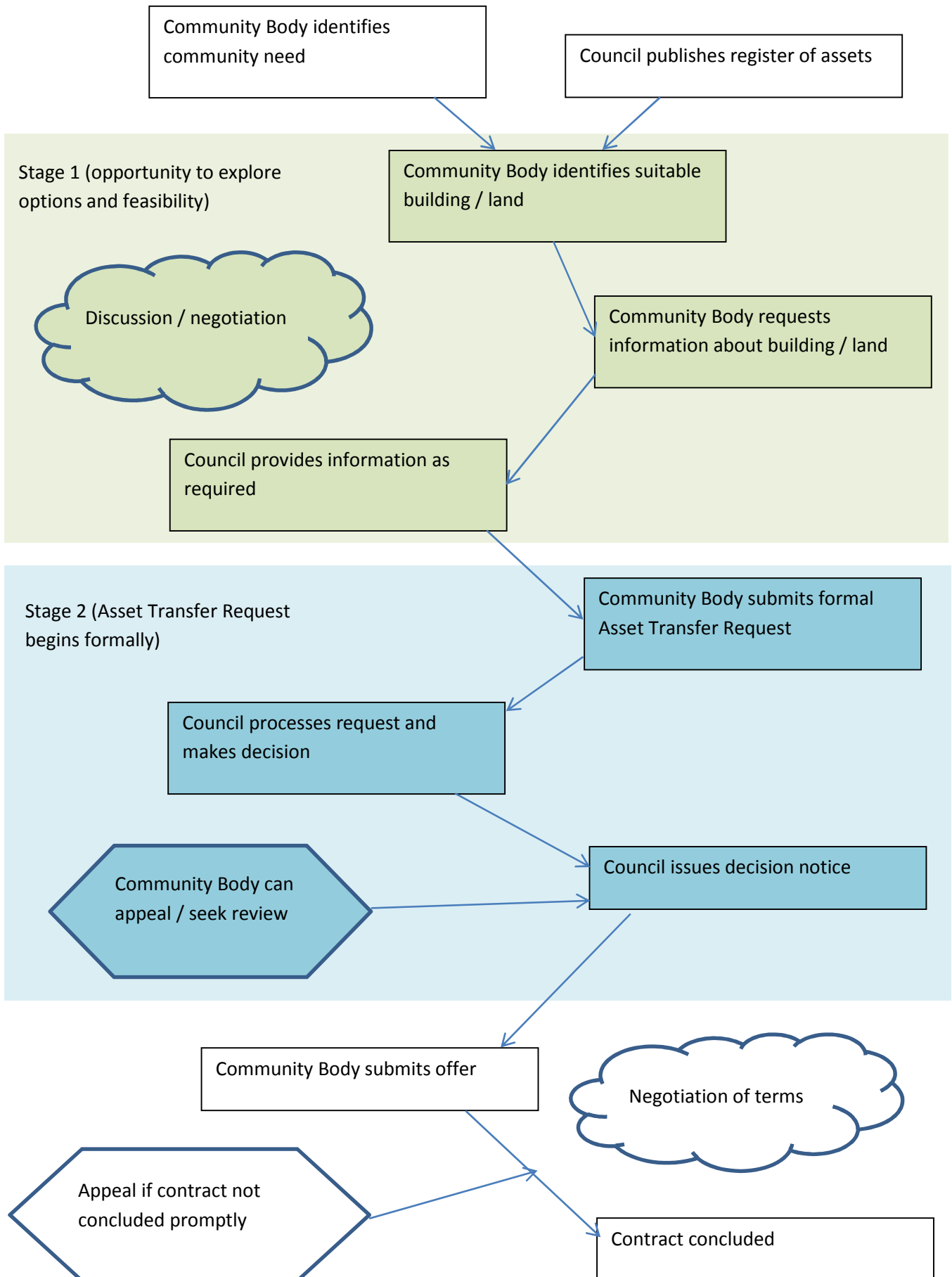
### **Benefits to the Council**

Transferring appropriate assets to the community, by working in partnership with Community Bodies, can help the Council to:

1. Achieve the outcomes set out in the Community Plan.
2. Deliver social, economic and environmental benefits including employability opportunities.
3. Contribute to the Council's objective to rationalise its estate and facilitate more effective and efficient use of its asset base where the focus is on better services and community outcomes as a result of strategic asset management.
4. Provide opportunities for long-term working between public and voluntary sectors.
5. Provide a catalyst for inward investment through local purchasing and employment, by creating opportunities for investment in the asset that may not be possible within Council ownership.
6. Bring back into full use properties deemed surplus to requirements or underperforming.
7. Cost savings will be achieved by reducing holding costs, including non-domestic rates and security costs. Where appropriate, demolition costs will be avoided.



## Community Asset Transfer Process Map





## PERTH AND KINROSS COUNCIL

## Strategic Policy and Resources Committee

19 April 2017

**DISCRETION ON APPLYING COUNCIL TAX SURCHARGES  
ON LONG TERM EMPTY DWELLINGS****Report by Executive Director (Housing and Community Safety)****PURPOSE OF REPORT**

In June 2013, the Council agreed the Council Tax charges that would apply in respect of long term empty dwellings.

This set out a phased approach with the final stage being that such dwellings would be subject to a 100% surcharge with effect from 1 April 2017.

It is widely accepted that this phased approach has been successful; however, it is considered that it would be beneficial to introduce an element of discretion to assist those that are taking clear steps to bring dwellings back into use and/or where the nature of the property reduces the marketplace for selling or leasing the dwelling.

This report recommends the introduction of such discretion.

**1. BACKGROUND/MAIN ISSUES**

- 1.1 Perth & Kinross Council agreed a policy on the charging of Council Tax on long term empty dwellings at its meeting on 26 June 2013 ( Report No. 13/338 refers). The policy was agreed in line with powers available under the terms of the Council Tax (Variation for Unoccupied Dwellings) (Scotland) Regulations 2013.
- 1.2 The agreed policy was to phase in increased charges and to apply these charges to all appropriate dwellings throughout the Perth & Kinross Council area.
- 1.3 The final phasing of these increases takes effect from 1 April 2017, with a 100% surcharge being applicable.
- 1.4 The Revenue Budget 2017/18 & 2018/19 – Report No. 2 (para. 4.13) by the Head of Finance states that it would be beneficial to introduce an element of discretion in certain circumstances ( Report No. 17/47 of 22 February 2017 refers) in order to assist those that are taking clear steps to bring unoccupied dwellings back into use.
- 1.5 The call for this stems from a number of sources such as enquiries received via elected members, Members of the Scottish Parliament and the Council's Empty Property Development team.

- 1.6 This would also bring Perth & Kinross Council in line with the majority of Scottish Local Authorities.
- 1.7 It should also be noted that an appeal was upheld by the Argyll & Bute Valuation Appeal Committee in December 2014 where a 100% surcharge was revoked and a recommendation made that the Council should provide exceptions to its policy.

## **2. SUPPLEMENTARY GUIDANCE**

- 2.1 Supplementary guidance on Local Authority discretion to vary the charges levied on long term empty dwellings was issued by the Scottish Government on 31 March 2015. A copy is attached as **Appendix 1**.
- 2.2 This guidance was issued based on feedback received by the Scottish Government and sought to highlight areas where it felt that Scottish Local Authorities may wish to review the flexibility of their policies. The following scenarios were specifically highlighted as meriting flexibility:
- (i) The owner is finishing renovations prior to moving in/selling/letting and can demonstrate that these works are progressing.
  - (ii) A long-term second home where the owner was unable to meet the 25 day occupancy criteria in the previous 12 months due to personal circumstances but where a history of 25 day occupancy can be shown in previous years.
  - (iii) A property that is taking a long time to sell/let in a stagnant market despite being priced accordingly.
  - (iv) Any other circumstances where the owner has agreed with an Empty Homes Officer to take positive steps to re-occupy their property and it is in the view of the Empty Homes Officer that a time-limited council tax increase “holiday” would encourage the property to be brought back into use sooner.
- 2.3 The guidance was considered at the time but it was felt that the phased approach taken by Perth & Kinross Council already provided a degree of support that moving straight to a 100% surcharge, as done by several other Local Authorities did not.
- 2.4 It is felt that a reconsideration of any such discretion is now made, given that we are now at the final stage of the phased approach and also in light of the recent change to the charges for dwellings in Bands E to H.

### **3. PROPOSALS**

- 3.1 It is proposed that: An amendment is made to the Council policy on the charging of Council Tax on long term empty dwellings, effective from Financial Year 2017/18 onwards, to provide flexibility in the following circumstances:
- (i) Where an existing owner commences or resumes activity to bring a long term empty dwelling back into use.
  - (ii) Where the nature of the dwelling is such that it could not reasonably be brought up to a habitable standard within the timescales allowed under existing legislation governing the award of discounts or exemptions.
  - (iii) Where conditions, outwith the control of the owner, create a limited market and thereby a negative impact on the time that a dwelling may take to sell.
  - (iv) Any other exceptional circumstances outwith the direct control of the owner
- 3.2 In all cases, engagement with the Vacant Property Development Team is a condition of any flexibility or discretion being considered.
- 3.3 A balance of flexibility to the Council Tax payer of a long term empty dwelling and fairness to all other Council Tax payers must be achieved and that any discretion must be relatively simple to administer for both the Local Taxes and the Vacant Property Development Team.
- 3.4 A protocol is agreed between Local Taxes and the Vacant Property Development team to consider any dwellings where circumstances detailed in part 3.1 of this report may apply.
- 3.5 Upon receipt of a joint and agreed recommendation from the Local Taxes and Vacant Property Development teams, the decision to apply discretion should be delegated to the Depute Chief Executive (Chief Operating Officer).
- 3.6 Where discretion is to be applied, this will take the form of a 10% discount for a maximum of 18 months from the date a surcharge would ordinarily be applicable.
- 3.7 This will mean that the payer is protected from any surcharge and will pay 90% of the Council Tax applicable.
- 3.8 The term of 18 months has been discussed and agreed with the Council's Vacant Property Development Team as an appropriate timescale to return dwellings back into use.
- 3.9 At present there are 690 dwellings subject to a surcharge but it is not possible to ascertain how many may qualify for any discretion under the terms of this proposal.

- 3.10 It should be noted that applying such discretion will result in less income being received but it will assist with the stated policy intention of encouraging empty dwellings to be returned to use.

#### **4. CONCLUSION AND RECOMMENDATION**

- 4.1 The Revenue Budget 2017/18 & 2018/19 – Report No. 2 (para. 4.13) by the Head of Finance, states that it would be beneficial to introduce an element of discretion, in the application of surcharges for long term empty dwellings, in certain circumstances.
- 4.2 It is recommended that, for Financial Year 2017/18 onwards, the Council Policy on the charging of Council Tax on long term empty dwellings to provide flexibility be amended as outlined in section 3 above.

##### **Author**

<b>Name</b>	<b>Designation</b>	<b>Contact Details</b>
Kevin Fraser	Principal Officer (Local Taxes)	<a href="mailto:HCCCommitteeReports@pkc.gov.uk">HCCCommitteeReports@pkc.gov.uk</a> 01738 475000

##### **Approved**

<b>Name</b>	<b>Designation</b>	<b>Date</b>
Jim Valentine	Depute Chief Executive (Chief Operating Officer)	05/04/2017

If you or someone you know would like a copy of this document in another language or format, (on occasion, only a summary of the document will be provided in translation), this can be arranged by contacting the Customer Service Centre on 01738 475000.

You can also send us a text message on 07824 498145.

All Council Services can offer a telephone translation facility.



## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

<b>Strategic Implications</b>	<b>Yes / None</b>
Community Plan / Single Outcome Agreement	<b>Yes</b>
Corporate Plan	<b>Yes</b>
<b>Resource Implications</b>	
Financial	<b>None</b>
Workforce	<b>None</b>
Asset Management (land, property, IST)	<b>None</b>
<b>Assessments</b>	
Equality Impact Assessment	<b>None</b>
Strategic Environmental Assessment	<b>None</b>
Sustainability (community, economic, environmental)	<b>None</b>
Legal and Governance	<b>None</b>
Risk	<b>None</b>
<b>Consultation</b>	
Internal	<b>None</b>
External	<b>None</b>
<b>Communication</b>	
Communications Plan	<b>None</b>

### 1. Strategic Implications

#### Community Plan/Single Outcome Agreement

- 1.1 Encouraging long term empty dwellings back into use will assist the strategic objective of promoting a prosperous, inclusive and sustainable economy.

#### Corporate Plan

- 1.2 As with the Community Plan/Single Outcome Agreement, promoting a prosperous, inclusive and sustainable economy is a strategic objective of the Corporate Plan. Encouraging long term empty properties back into active use will assist in achieving this objective.

### 2. Resource Implications

#### Financial

- 2.1 There are no significant financial implications contained within this report. Any cost through the use of discretionary powers will be off-set by the gains created in returning any long term empty dwelling back into active use. The Head of Finance has been consulted, and has indicated agreement with the proposals.

### Workforce

- 2.2 There are no workforce implications. Matters will be administered by existing staff resources within the Local Taxes and Vacant Property Development teams.

### Asset Management (land, property, IT)

- 2.3 This proposal has no direct impact on Asset Management

## **3. Assessments**

- 3.1 The content of this report has been assessed as not relevant for the purposes of an Equality Impact Assessment under the Equality Act 2010.

### Strategic Environmental Assessment

- 3.2 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals. However, no action is required as the Act does not apply to the matters presented in this report.

### Sustainability

- 3.3 Under the provisions of the Local Government in Scotland Act 2003 the Council has to discharge its duties in a way which contributes to the achievement of sustainable development. However, no action is required as the Act does not apply to the matters presented in this report.

### Legal and Governance

- 3.4 The legal framework for this report is fully contained within the Local Government Finance (Unoccupied Properties etc.) (Scotland) Act 2012 and the Council Tax (Variation for Unoccupied Dwellings) (Scotland) Regulations 2013.

### Risk

- 3.6 There are no key risks associated with the proposals contained within this report.

## **4. Consultation**

### Internal

- 4.1 Informal consultation has been carried out between members of Local Taxes and Vacant Property Development teams.

## External

- 4.2 No external consultation has been deemed necessary.

## **5. Communication**

- 5.1 No formal communications has been deemed necessary at this stage.
- 5.2 Communication and awareness will be carried out using existing channels such as Council website and social media.

## **2. BACKGROUND PAPERS**

No background papers other than those already referred to have been used in the preparation of this report.

## **3. APPENDICES**

**Appendix 1** – Scottish Government's Supplementary Guidance on Local Authority Discretion



Minister for Housing and Welfare  
Margaret Burgess MSP

Minister for Local Government and Community Empowerment  
Marco Biagi MSP



Directors of Finance of Scottish Local  
Authorities



31 March 2015

## SUPPLEMENTARY GUIDANCE ON LOCAL AUTHORITY DISCRETION TO:

- REDUCE COUNCIL TAX DISCOUNT ON SECOND AND LONG-TERM UNOCCUPIED HOMES; AND
- APPLY AN INCREASE TO LONG-TERM UNOCCUPIED HOMES

### Introduction

1. This note provides clarification on local authorities ability to exercise flexibility in applying a council tax increase on long-term empty homes.

2. On 1 April 2013 the powers contained in the [Local Government Finance \(Unoccupied Properties etc.\) \(Scotland\) Act 2012](#) and related regulations ([Council Tax \(Variation for Unoccupied Dwellings\) \(Scotland\) Regulations 2013](#); [Council Tax \(Administration and Enforcement\) \(Scotland\) Amendment Regulations 2012](#) and [Council Tax \(exempt Dwellings\) \(Scotland\) Amendment Order 2012](#)) became active. This legislation allows local authorities to charge increased council tax on certain homes that have been empty for 1 year or more.

### Purpose of the legislation

3. The power is intended as an additional tool to help local authorities encourage owners to bring empty properties back into use, both to increase the supply of housing for those who need homes and to reduce the blight on communities caused by houses being left empty and allowed to fall into disrepair.

4. We issued guidance to councils on 21 May 2013 (<http://www.scotland.gov.uk/Topics/Government/local-government/17999/counciltax/Secondhomes/guidanceSecondhomes>) and indicated that it would be kept under review. Based on feedback received to date, we are issuing additional guidance in relation to the allowable flexibility available to authorities in charging the increase to exempt properties to not unfairly penalise owners who are justified in leaving their dwelling unoccupied or where there are reasons why the dwelling could not be lived in, sold or let.

### **Mandatory exemption from the increase**

5. The legislation includes provision for a mandatory exemption from the increase for those owners who are actively trying to bring their property back into use for sale or rent, this exemption from the increase applies for 2 years since the date that the property became vacant.

### **Discretionary exemptions from the increase**

6. Regulation 4 of the “Council Tax (Variation for Unoccupied Dwellings) (Scotland) Regulations 2013” includes provision for local authorities to apply additional exemption from the levy, or to charge a reduced level of increase, in addition to the mandatory exemption from the increase for those properties being marketed. This flexibility is referred to in paragraph 6.3 of the 21 May 2013 guidance and can be applied on a case by case basis. It could include charging different rates according to: the area the dwelling is in; the length of time that the dwelling has been unoccupied and such other types or characteristics of dwelling, or circumstances relating to why they are unoccupied, as a local authority considers appropriate.

7. The legislation provides adequate flexibility to ensure that individual owners are not unfairly penalised. The circumstances of individual owners should be taken into account when applying the increase. This flexibility was included so that local authorities can modify provision by not charging a council tax increase, charging a reduced level of increase or offering a higher level of discount, though this is subject to the limits in the Regulations and exemptions from council tax. This allows a local authority to avoid charging a council tax increase (or charge a lower level of council tax than for other unoccupied dwellings) where it considers there are reasons why the owner is justified in leaving the dwelling unoccupied and/or reasons why the dwelling could not be lived in, sold or let.

8. This level of flexibility could be used in a wide range of scenarios and it would not be possible for Scottish Government to provide an exhaustive list. However, based on feedback to date, the following circumstances would merit flexibility in terms of not charging the council tax increase where the property has been empty for over a year and:

- The owner is finishing renovations prior to moving in/selling/letting and can demonstrate that these works are progressing.
- A long-term second home where the owner was unable to meet the 25 day occupancy criteria in the previous 12 months due to personal circumstances but where a history of 25 day occupancy can be shown in previous years.
- A property that is taking a long time to sell/let in a stagnant market despite being priced appropriately.
- Any other circumstances where the owner has agreed with an Empty Homes Officer to take positive steps to re-occupy their property and it is in the view of the Empty Homes Officer that a time-limited council tax increase “holiday” would encourage the property to be brought back into use sooner.

9. Scottish Government officials are happy to discuss application of the increase, including full or partial exemptions. E-mails can be directed to [Council Tax Empty Homes@scotland.gsi.gov.uk](mailto:Council_Tax_Empty_Homes@scotland.gsi.gov.uk).

10. The Scottish Empty Homes Partnership (funded by Scottish Government and hosted by Shelter Scotland) is happy to provide advice on engaging with empty home owners [http://scotland.shelter.org.uk/housing\\_policy/empty\\_homes](http://scotland.shelter.org.uk/housing_policy/empty_homes) and there a Scottish Empty Homes community on the Knowledge Hub includes a forum on applying the powers.

**MARGARET BURGESS MSP**

**MARCO BIAGI MSP**





## PERTH AND KINROSS COUNCIL

## Strategic Policy and Resources Committee

19 April 2017

**TRANSFORMATION PROGRAMME 2015-2020 PROGRESS UPDATE  
AND CORPORATE DIGITAL PLATFORM****Report by the Depute Chief Executive, Environment (Sustainability, Strategic  
and Entrepreneurial Development)****PURPOSE OF REPORT**

This report provides an update on the Council's Transformation Programme. The report also recommends that additional funding of £288,500 be drawn down from the Transformation Reserve, to deliver a Combined Mail Solution as an extension to the current Corporate Digital Platform Transformation Project.

**1. BACKGROUND**Overview

- 1.1 This report covers two issues:
  - (a) An update on the progress with the Council's Transformation Programme.
  - (b) A request to extend the scope and funding for the Corporate Digital Platform transformation project.
- 1.2 The Council's Transformation Strategy 2015-2020 was approved by Council. The transformation programme is focused on continuing our proactive approach to public service reform, and embracing change that keeps Perth and Kinross Council in a position of strength, to meet the significant challenges ahead. This report gives an update on the progress of the programme.
- 1.3 On 15 June 2016 the Strategic Policy and Resources Committee approved a request for funding from the Transformation Reserve of £231,000 to provide capacity and support for the delivery of the Corporate Digital Platform Project (CDP) ([report 16/268](#)). This report proposes that this project be expanded to include a Combined Mail solution which will create efficiencies and recurring cost savings of £137,000 per annum in respect to outgoing mail.

## 2. PROPOSALS

### Transformation Programme

2.1 Progress on the Transformation Programme has been reported to The Strategic Policy and Resources Committee on:

- 2 December 2015, (report number [15/155](#)),
- 10 February 2016 (report number [16/50](#)),
- 20 April 2016 (report number [16/186](#)),
- 15 June 2016 (report number [16/268](#)),
- 21 September 2016 (report number [16/405](#)), and to Council on
- 22 February 2017 (report number [17/82](#))

2.2 Appendix 1 to this report details the most recent update on progress.

### Corporate Digital Platform

2.3 The Corporate Digital Platform (CDP) project is necessary to implement a cost-efficient solution for the management of the significant quantity of unstructured and unquantified records and data currently held, in both electronic and paper form, across the organisation. This solution will enable the Council to transfer existing paper files and incoming mail to a systematic and structured digital form which is a key element of compliance with our statutory Records Management Plan, and support modern ways of work such as mobile working.

2.4 The current CDP Project was scoped and costed on the basis of a four year implementation programme, ending in March 2021. The possibility of re-scoping this to reduce the implementation period to three years, (ending in March 2020) has now been explored. A three year implementation plan will align better with other corporate transformation projects, better support a move to more flexible working and help deliver on the Council's digital objectives. The current proposals contained within the scope of the existing CDP project have also been re-evaluated to ensure that they remain the most efficient and effective option for the organisation should a "combined mail" solution be adopted (see section 2.3). The in-house solution, proposed as part of the original CDP project, remains the best option, but additional costs have been identified connected with an increase in the cost of scanners and a significant increase in off-site storage costs.

2.5 While undertaking the CDP project, additional opportunities for modernisation and cost efficiencies were identified in respect of digitising outgoing mail. With this proposal, daily routine outgoing mail which is currently produced, processed and sent out by Council staff in the form of physical letters, would instead be created on the user's desktop computer. It is then sent electronically directly to the Contractor's printing facility, where, through an automated process, it is printed, enveloped and delivered to the addressee. The Contractor provides the appropriate software solutions to allow the secure transfer of documents from staff desktop computers. This reduces the upfront

costs to the Council in maintaining mail systems, services and facilities, as well as the back-end labour costs of operating the Council's current mail system.

- 2.6 This option has now been evaluated in terms of basic costs and adopting the new solution could reduce the Council's mail spend by at least 28% per annum. The actual reduction is dependent upon mail volume but based on the spend for 2015-16, this reduction equates to a sum of £137,000 per annum.
- 2.7 In respect of the original CDP programme, the delivery costs have increased as a result of unanticipated costs in respect of;
- the procurement of the mail scanners ;
  - offsite storage arising from the final phase of the Perth Office Programme
  - adjustments to the cost of the Programme Manager through the job evaluation process
- 2.8 These additional costs amount to £83,500.
- 2.9 Total additional investment of £288,500 is now sought to:
- Deliver the Combined Mail solution as part of a wider Corporate Digital Platform programme by 2020 (rephased timescale from four years to three years) (£205,000);
  - Meet unavoidable increased costs associated with original CDP programme as detailed in para 2.7 above (£83,500)
- 2.10 As stated in section 2.3, this investment will ensure that the wider CDP programme is delivered one year earlier aligning with other key transformation projects and will deliver the projected savings of £137,000 per annum by 2020.

### **3. CONCLUSION AND RECOMMENDATION**

- 3.1 The transformation programme is progressing well against the projected spend and approved savings targets. It is recommended that the Strategic Policy and Resources Committee:
- (i) Notes the progress made with the Transformation Programme, as detailed in Appendix 1.
  - (ii) Agrees to the release of additional funding in sum of £288,500 (comprising £205,000 project support costs and unavoidable increased costs of £83,500) from the Transformation Reserve for the expansion of the Corporate Digital Platform Project to include a Combined Mail solution within a re-phased reduced timeframe.

**Author**

<b>Name</b>	<b>Designation</b>	<b>Contact Details</b>
Chris Jolly	Team Leader – Strategic Planning, Improvement and Risk	e-mail <a href="mailto:TESCommittee@pkc.gov.uk">TESCommittee@pkc.gov.uk</a> Telephone: 01738 475000

**Approved**

<b>Name</b>	<b>Designation</b>	<b>Date</b>
Jim Valentine	Depute Chief Executive	6 April 2017

If you or someone you know would like a copy of this document in another language or format, (on occasion, only a summary of the document will be provided in translation), this can be arranged by contacting the Customer Service Centre on 01738 475000.

You can also send us a text message on 07824 498145.

All Council Services can offer a telephone translation facility.

## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

<b>Strategic Implications</b>	<b>Yes / None</b>
Community Plan / Single Outcome Agreement	<b>Yes</b>
Corporate Plan	<b>Yes</b>
<b>Resource Implications</b>	
Financial	<b>Yes</b>
Workforce	<b>Yes</b>
Asset Management (land, property, IST)	<b>Yes</b>
<b>Assessments</b>	
Equality Impact Assessment	<b>None</b>
Strategic Environmental Assessment	<b>None</b>
Sustainability (community, economic, environmental)	<b>None</b>
Legal and Governance	<b>None</b>
Risk	<b>None</b>
<b>Consultation</b>	
Internal	<b>Yes</b>
External	<b>None</b>
<b>Communication</b>	
Communications Plan	<b>None</b>

### 1. Strategic Implications

#### Community Plan / Single Outcome Agreement/Corporate Plan

- 1.1 This report supports the delivery of the Strategic Objectives within Community Plan/ Single Outcome Agreement 2013-23 and Corporate Plan 2013-18.

### 2. Resource Implications

#### Financial

- 2.1 This report seeks additional investment in the Transformation Programme in the sum of £288,500. This sum is proposed to be allocated to fund a wider Corporate Digital Platform Programme including a Combined Mail solution.

#### Workforce

- 2.2 This report seeks to increase the establishment by recruiting three members of staff for a temporary period of three years to support the delivery of the project/programme.
- 2.3 The Corporate Digital Platform will also contribute to the delivery of the Customer and Business Support Services Review.

### Asset Management (land, property, IT)

- 2.4 The Corporate Digital Platform and Combined Mail proposal will enhance the electronic data storage abilities, which will in turn reduce the need for physical storage accommodation.

## **3. Assessments**

### Equality Impact Assessment

- 3.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.
- 3.2 This report has been considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome:
- Assessed as not relevant for the purposes of EqIA

### Strategic Environmental Assessment

- 3.3 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals. No further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

### Sustainability

- 3.4 Under the provisions of the Local Government in Scotland Act 2003 the Council has to discharge its duties in a way which contributes to the achievement of sustainable development. In terms of the Climate Change Act, the Council has a general duty to demonstrate its commitment to sustainability and the community, environmental and economic impacts of its actions.
- 3.5 The information contained within this report has been considered under the Act. However, no action is required as the Act does not apply to the matters presented in this report.

### Legal and Governance

- 3.6 Not applicable.

### Risk

- 3.7 Not applicable.

## **4. Consultation**

### Internal

- 4.1 The Head of Legal and Governance Services, The Head of Community Planning, Strategic Commissioning and Organisational Development, The Head of Finance & Support Services (Housing and Community Safety), and the Head of Performance and Resources (The Environment Service), have been consulted in the preparation of this report.
- 4.2 The revised Business Case for the Corporate Digital Platform (including Combined Mail) was approved by the Executive Officer Team on 14 February 2017.

### External

- 4.3 No external consultation was required.

## **5. Communication**

- 5.1 Not applicable.

## **2. BACKGROUND PAPERS**

Reports to Strategic Policy and Resources Committee on:

- 2 December 2015, (Report Number [15/155](#)),
- 10 February 2016 (Report Number [16/50](#)),
- 20 April 2016 (report Number [16/186](#)),
- 15 June 2016 (report number [16/268](#)),
- 21 September 2016 (report number [16/405](#)),

Reports to Council on:

- 22 February 2017 (report number [17/82](#))

## **3. APPENDICES**

Appendix 1 - Progress Report on Phase 1 and Phase 2 Transformation Reviews





# Transformation 2015/20 Projects by Service

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Finances	2015/16 (£000s)	2016/17 (£000s)	2017/18 (£000s)	2018/19 (£000s)	2019/20 (£000s)	Total (£000s)
<b>Corporate Projects</b>												
<b>Business Transformation Programme</b>												
BT000403	Corporate - Council Assets for Commercial Sponsorship	David Fraser	01/03/16	31/03/17	Some Issues	Approved Savings	0	30	50	20	50	150
<b>Brief Description :</b>						Projected Savings	0	15	65	20	50	150
This review aims to take an innovative approach by using the Councils existing assets as a means for producing a revenue stream by offering sponsorship and advertising opportunities to commercial organisations. The revenue generated from this project can offset the costs of providing valuable public services.						Approved Funding	0	40	0	0	0	40
						Projected Spend	0	40	0	0	0	40
<b>Key Milestones :</b>						<b>Progress to Date :</b>						
<ul style="list-style-type: none"> <li>Phase 1 contract award and implementation - Refuse Collection Vehicles (RCVs)</li> <li>Installation of approved roundabout artwork</li> <li>Mapping of additional assets - Junctions, Lamppost Banners, Car-parks</li> <li>Market test for Refuse Collection Vehicles (RCVs)</li> <li>Marketing of additional assets - Junctions, Lamppost Banners, Car-parks</li> <li>First income from roundabout sponsorship</li> <li>Market consultation on digital signs</li> </ul>						<p>01/09/16 28/02/17 31/03/17 31/03/17 30/04/17 30/04/17 31/05/17</p> <p><b>29/03/2017-Approved</b></p> <p><b>Overall yellow status reflects the re-phasing of income from 2016/17 to 2017/18:</b> It has taken longer to secure income from sponsorship of roundabouts and refuse collection vehicles than was anticipated. The work done and lessons learned in respect of these assets will however assist in progressing towards income from other assets. Nonetheless the income target for 2016/17 will not be achieved and it is proposed that this is re-phased into 2017/18.</p> <p>An income stream has been secured from the sponsorship of roundabouts. To date 11 of 13 sites are now sponsored, with most securing 3 year contracts. Income is projected to be c£12,000 per year in total, from the sites which have received sponsorship.</p> <p>A market test for refuse collection vehicle sponsorship has been completed in partnership with a fleet media management company. The first sponsors of the vehicles have been secured and installation is anticipated to proceed shortly.</p> <p>Mapping for further phase 2 assets including junctions, lighting columns and car-parks has taken place, and a further 20 assets have been identified. These sites will be offered for sponsorship subject to the approval of advertisement consent, if needed.</p> <p>Market consultation has begun in respect to digital signage and the mapping of potential sites is planned throughout April and May 2017.</p>						

1 / 32

None

On Target

Some Issues

At Risk

Remedial Action

Completed

Not Started

On Hold

Rescoped

Project Delayed

Abandoned

Slippage

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Finances	2015/16 (£000s)	2016/17 (£000s)	2017/18 (£000s)	2018/19 (£000s)	2019/20 (£000s)	Total (£000s)
BT000406	Corporate - Tomorrow's Customer and Business Support Services Transformation	Keith McNamara	01/02/16	31/12/16	Some Issues	Approved Savings	0	267	191	534	0	992
<b>Brief Description :</b> The Administrative and Support Functions Transformation Review will analyse how we deliver these functions now and consider how we may deliver these services in the future.												
<b>Key Milestones :</b> <ul style="list-style-type: none"> <li>• Appoint project resource</li> <li>• Scene-setting sessions</li> <li>• Communications plan</li> <li>• Define key business processes for review</li> <li>• Learn Innovate Grow Sessions</li> <li>• Review Report</li> <li>• Capital Budget &amp; Monitoring Phase 1 Final Report to be submitted</li> <li>• Financial Administration Phase 1 Final Report to be submitted</li> <li>• Allocation of Phase 2 workstream leads</li> <li>• Submission of Phase 2 final reports</li> </ul>												
<b>Progress to Date :</b> <b>30/03/2017-Approved</b> The development of the delivery plan and project plan has continued in consultation with the Corporate Change and Transformation Board. The delivery plan has now been presented to Directors and as part of that process we are continuing to identify the scope and the priority areas/processes. Following broad agreement of the initial base-lining figures, additional work is being undertaken to improve accuracy and to create a better shared understanding of the scope of the transformation activity. This will continue to be informed by the clerical and administrative 'Job families' project. Additional work has been undertaken (in collaboration with critical friend) to develop understanding of the potential for changes in how we deliver Customer and Business Support. The transition of workstream reporting from the Finance Transformation Review Project Board to the Corporate Change and Transformation Board, has resulted in some slippage in progress against milestones. This will be addressed throughout the next reporting period.												
					31/10/16							
					01/12/16							
					16/12/16							
					28/02/17			135	45	0	0	180
					31/03/17			135	45	0	0	180
					31/03/17							
					03/04/17							
					30/08/17							

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Finances	2015/16 (£000s)	2016/17 (£000s)	2017/18 (£000s)	2018/19 (£000s)	2019/20 (£000s)	Total (£000s)
BT000377	Corporate - Modernising Performance Reporting Review	Louisa Dott	01/11/15	30/06/17	Some Issues	Approved Savings	0	34	0	0	0	34
<b>Brief Description :</b> Using technology better to transform the presentation of performance management information, allowing more efficient, effective and instant access to Council performance data, for all users of the information.												
<b>Key Milestones :</b> <ul style="list-style-type: none"> <li>Undertake engagement with performance service leads 1st Session</li> <li>Undertake engagement with performance service leads 2nd Session</li> <li>Undertake engagement with performance service leads 3rd Session</li> <li>Develop product spec</li> <li>Engage ICT in development of Business Intelligence</li> <li>Produce list of Performance Indicators and Business systems used</li> <li>Get a quick quote out</li> </ul>												
					11/01/17	<b>Progress to Date :</b>						
					25/01/17	<b>30/03/2017-Approved</b>						
					08/02/17	We are continuing to develop the specification for our desired corporate performance management solution. The development work in carrying out this activity has broadened in scope to include risk management and self-evaluation. This has delayed the progress of this milestone however once this work is complete we are confident that the right technical solution will be procured.						
					10/03/17							
					30/03/17							
					30/03/17	We have identified the performance indicators which now need to be reviewed. The identification of the relevant businesses systems which hold the data in relation to these indicators is nearing completion.						
					30/03/17	The delay in progress against milestones may impact on the delivery of the project against the original timeframe. For this reason the project has been marked as "some issues".						

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Finances	2015/16 (£000s)	2016/17 (£000s)	2017/18 (£000s)	2018/19 (£000s)	2019/20 (£000s)	Total (£000s)
BT000359	Corporate - Review of Community Development & Engagement functions	David Stokoe	01/10/15	31/03/20	On Target	Approved Savings	0	0	0	80	0	80
<b>Brief Description :</b> This review will examine how PKC community development and engagement (CE&D) functions are currently deployed. It will examine how more resources can be unlocked for communities, and propose new delivery models which support community empowerment and achieve Best Value. Options appraisal will include examination of social enterprise delivery models.												
<b>Key Milestones :</b> <ul style="list-style-type: none"> <li>Options appraisal complete</li> <li>Preferred option identified for consideration by EOT</li> <li>Engagement with SMT's</li> <li>Implementation</li> <li>Business Case developed</li> <li>Additional scoping of other community engagement services</li> <li>Workshop with all CD staff</li> <li>EOT updated on progress</li> </ul>												
<b>Progress to Date :</b> <b>30/3/17-Approved</b> <ul style="list-style-type: none"> <li>Staffing resources now in place to progress Project.</li> <li>Central community development functions identified and relevant team leaders briefed and consulted on implementation.</li> <li>PKAVS to be briefed regarding involvement of Community Engagement Staff (4th April).</li> <li>Staff workshop scheduled for 19th April to explain the vision and work through operational issues.</li> <li>Update report being prepared for Executive Officer Team.</li> <li>Individual service performance management data and golden thread to Community Plan being mapped out.</li> </ul>												
						Projected Savings	0	40	0	0	0	40
						Projected Savings	0	0	0	80	0	80
						Approved Funding	0	40	0	0	0	40
						Projected Spend	0	40	0	0	0	40

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Finances	2015/16 (£000s)	2016/17 (£000s)	2017/18 (£000s)	2018/19 (£000s)	2019/20 (£000s)	Total (£000s)
BT000367	Corporate - Procurement Reform Review	Mary Mitchell	01/10/15	31/03/20	On Target	Approved Savings	0	500	1000	1000	0	2500
<b>Brief Description :</b> Achieving further savings from procurement activities through closer management of suppliers, maximizing use of collaborative procurement consortia, development of professional procurement skills for staff, improved monitoring and reporting systems, and managing demand through re-specifying products and services.												
<b>Key Milestones :</b> <ul style="list-style-type: none"> <li>Mapping of Systems Requirements</li> <li>Align procurement work to corporate sustainable development</li> <li>Carry out needs assessment for Community Benefits requirements from contracts</li> <li>Review of savings opportunity from all existing contracts</li> <li>Contract Delivery Plan</li> <li>Tracking of secured savings from contracts</li> <li>Roll out of Systems enhancements plan</li> <li>Community Benefit - Digital Inclusion</li> <li>Develop a management approach to contracting by category of supply</li> </ul>												
			31/07/16			<b>Progress to Date :</b> <b>30/03/2017 - Approved</b>  There are three themes to the review and work carried out for each theme is set out below:  <b>Savings:</b> Targets have been achieved for 2016/17. We continue to develop contracts with a focus on both potential for savings and cost avoidance when they are awarded. There is some evidence of currency fluctuation continuing to affect the pricing of some goods in our supply chain and rising inflation is also impacting. Actions to minimise any price increases is ongoing.  <b>Systems:</b> Improvements have focused on improving our access to information which can be used to drive additional value out of contracts. Resource has been committed to implementing the Contract Management system which offers a corporate approach to this activity. A pilot for monitoring of social care providers is currently being scoped and a pilot is about to begin. The primary aim of the project is for contracts and suppliers to be managed in an integrated way allowing us to extract information on any given supplier which incorporates all of the contractual obligations on that business or to extract performance and risk data specific to one contract.  Work in March focused on the potential from a newer technological solution for managing our purchasing data - a data lake - our IT colleagues have been supporting this work. Our reporting capability is improving, and further work on gathering disparate data held in various locations around the Council is starting now.  <b>Sustainability:</b> A monitoring tool to improve how this is making a difference for the people of Perth and Kinross is now in place and work to populate it with pre-existing contracts has started. Initial consultation on how a category management approach could deliver benefit to the Council is ongoing, focusing initially on Construction and Facilities Management. It is anticipated this work will facilitate a holistic approach to how procurement, economic development and front line service disciplines engage with our business community. The aim here is to better understand how the supply market responds to our needs and what we can do to support growth in key areas of need. A distinct project, supported by the Lintel Trust, will start in April. This will scope a community based initiative focused on digital inclusion and will be funded through a rebate from a collaborative procurement arrangement.						
			31/08/16			Projected Savings	0	1050	763	677	0	2490
			30/09/16			Approved Funding	17	255	272	226	0	770
			31/10/16			Projected Spend	3	210	331	226	0	770
			31/12/16									
			31/03/17									
			31/03/17									
			20/12/17									
			31/12/17									

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Finances	2015/16 (£000s)	2016/17 (£000s)	2017/18 (£000s)	2018/19 (£000s)	2019/20 (£000s)	Total (£000s)
BT000368	Corporate - Online Services and myAccount Review	Lynne Harris	01/10/15	28/09/18	On Target	Approved Savings	0	215	162	35	0	412
<b>Brief Description :</b> Developing a whole organisation transformational approach to online services, and 'channel shift' (from face to face and telephone services, to online) which delivers savings, maximizes digital inclusion and improves customer satisfaction by giving access to Council services online anytime, anywhere, and from any device.												
<b>Key Milestones :</b> <ul style="list-style-type: none"> <li>Develop Customer portal (online service) identity and branding</li> <li>Completion of Revised Business Case</li> <li>Procure technical components and services</li> <li>Design online services technical blueprint incorporating MyAccount</li> <li>Revised Website launch</li> <li>Develop technical guidelines to support incorporation of third party solutions into PKC online services environment</li> <li>Online Portal Implementation</li> <li>myAccount Implementation</li> <li>Housing Repairs online services</li> <li>The Environment Service (TES) early adopter online services</li> </ul>												
					30/06/16	<b>Progress to Date :</b> <b>30/3/2017-Approved</b> Development of processes planned for first release is progressing well. The target launch date for the Customer Service Portal has been changed from the 1st April to end May. This was approved by the ICT Transformation Board on 10 March 2017.						
					31/08/16	Technical Customer Service Platform (CSP) environment-The initial build of the Customer Service Platform environment is 80% complete. Testing of mygovscot.mycaccount is at an advanced stage. It is anticipated that the platform will be ready for testing towards the end of April.						
					31/10/16	Early Adopters- Housing Repairs and The Environment Service (TES):Process design and build work is at an advanced stage. We anticipate that processes will be ready for testing towards the end of April.						
					31/12/16	Business Change and Communications-Engagement around the early adopters is ramping up in terms of service re-design discussions and workshops focusing on customer aspects of the business change.A session with Council House Tenants is due to take place 4 April 2017 to gain feedback of proposed Housing Repairs online reporting solution.						
					31/01/17	Engagement with Services around further priorities and transition, particularly to support staff to new ways of working is also scheduled. A marketing campaign to launch MyAccount within PKC is in development. This is deemed as critical in raising awareness locally of the expansion of our online offerings. Individual communications plans for each service area/team are being developed, to ensure the appropriate levels of information are being delivered to all stakeholders affected in the business change.We intend to use the learning from the business change and communications approach during our early adopters phase to improve our methodology for future teams/services we work with.						
					31/03/17	Service Profile/ Benefits Plan - A Service Profile is being created for every redesigned service. A model is being defined as part of the Early Adopter work. This will take into consideration baselined data, costs to deliver the redesigned service and take-up of the online service to allow us to identify more accurate savings information. Contained within this Service Profile will be the benefits plan for the service, this will include both Cashable and Non-Cashable benefits and provide details of how and when these will be tracked.						
					31/05/17	Collaboration with Dundee and Angus-Opportunities to further collaborate with Dundee and Angus Councils on - for example redesigning services - are currently being explored.						
					31/05/17	Data Management-Work has progressed taking forward the recommendations of the Corporate Data Management assessment, with information gathering, stakeholder engagement and research into technical options in progress.						
					31/05/17							



Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Finances	2015/16 (£000s)	2016/17 (£000s)	2017/18 (£000s)	2018/19 (£000s)	2019/20 (£000s)	Total (£000s)
BT000369	Corporate - Mobile Working Review	Lynne Harris	01/10/15	28/09/18	Some Issues	Approved Savings	0	187	312	312	0	811
<b>Brief Description :</b> Implementing a corporate mobile solution which automates key tasks, processes and work flow to improve productivity, efficiency and quality, reducing the requirement for staff to navigate numerous systems and supporting the workforce to be more mobile, and work more efficiently and effectively.												
<b>Key Milestones :</b> <ul style="list-style-type: none"> <li>Mobile working technical blueprint incorporating system integration model</li> <li>Master list of services in scope</li> <li>Technical components and services procured</li> <li>Completion of Revised Business Case</li> <li>Mobile working next phase proposals</li> <li>Housing repairs solution design</li> <li>Housing repairs solution build and testing</li> <li>Housing repairs go live</li> </ul>												
					31/05/16	<b>Progress to Date :</b>						
					31/08/16	<b>30/03/2017-Approved</b>						
					30/09/16	The programme is being shown as amber to reflect the indicative revised timescales to deliver the early adopter. Timescales will be confirmed following the scoping workshop at the end of April.						
					01/11/16	Technical Environment						
					31/03/17	Test and live environments are scheduled to be upgraded early April, allowing testing of Windows phone functionality.						
					31/05/17	Early Adopters: Housing Repairs						
					31/08/17	The approach to integration between Totalmobile (TM) and the Northgate Housing Repairs system has been agreed. A scoping workshop is planned, following which a revised implementation plan will be agreed. It is estimated delivery of the early adopter will move to September 2017.						
					30/09/17	Work is underway to deliver an initial Mobile Working solution for Property Inspectors with a target date of May 2017. Further quick wins will be investigated during April.						
						Delayed Office Opening (DOO) sessions held with all Trades teams providing an overview of the ICT Transformation Programme, a demo of mobile working, a digital skills session and completion of a staff survey covering digital skills.						
						Business Change and Communications						
						Business change approach in place; associated activities underway.						
						Council Wide Prioritised MobW Programme						
						Looking beyond the Early Adopter Mobile Working (MobW) project, the development of a Council wide prioritised rolling plan of mobile working projects is now being progressed. The first step towards development of this plan is to identify MobW priorities within individual Services; this is underway. IT staff have shadowed a number of teams in TES and Housing to understand existing ways of working and the potential for mobile working.						

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Finances	2015/16 (£000s)	2016/17 (£000s)	2017/18 (£000s)	2018/19 (£000s)	2019/20 (£000s)	Total (£000s)
BT000405	Corporate Digital Platform	Gordon Dawson	01/07/16	31/03/21	On Target	Approved Savings	0	0	0	0	0	0
<b>Brief Description :</b> The Corporate Digital Platform Project is about establishing control and affording appropriate electronic access to the mass of information that exists in both electronic and paper form outside the controlled business systems (social work, planning, revenues and benefits, etc.)												
<b>Key Milestones :</b> <ul style="list-style-type: none"> <li>Initial build and proving</li> <li>Test version evaluation</li> <li>EDMS (Electronic Document Management System) Full system build and proving</li> <li>Full pilot complete</li> <li>Full pilot evaluation</li> <li>Develop user guide and training materials</li> <li>Develop detailed scope and roll out plan</li> </ul>												
<b>Progress to Date :</b> <b>10/03/2017 - Approved</b> In June 2016 it was agreed to combine the existing Perth Office Programme Projects ("Corporate Mail Room" and "Backscanning") with the Electronic Document Management Project to create this Corporate Digital Platform Programme. The remaining budget from these POP projects (£430,000) was reallocated to the Corporate Digital Platform and an additional £231,000 was approved by SP&R to provide the necessary project support to deliver the programme across 4 years to 2020/21. In this reporting period the system is being piloted within Legal and Governance Services. This Service was chosen as the pilot area to test the system's robustness given the complexity and sensitivity of the documents/information that the service processes and manages.					31/08/16	Approved Savings	0	0	0	0	0	0
					31/10/16	Projected Savings	0	0	0	0	0	0
					31/01/17	Approved Funding	0	100	33	33	33	199
					30/06/17							
					31/07/17							
					30/09/17	Projected Spend	0	0	133	33	33	199
					30/11/17							



Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Finances	2015/16 (£000s)	2016/17 (£000s)	2017/18 (£000s)	2018/19 (£000s)	2019/20 (£000s)	Total (£000s)
BT000363	Corporate - Smart Perth and Kinross: Perth and Kinross Open Data	Paul Davison	01/10/15	31/03/20	On Target	Approved Savings	0	0	0	0	0	0
<b>Brief Description :</b> Reviewing the publication of Council data, in collaboration with other Scottish cities, for better co-ordination, and to develop a locality based community information system, to help identify and tackle inequalities, engage and empower communities and assist with neighbourhood planning.												
<b>Key Milestones :</b> <ul style="list-style-type: none"> <li>Open Data Strategy approval at Strategic Policy &amp; Resources (SP&amp;R) Committee</li> <li>Publish initial Data Publication Plan</li> <li>Finalised Project Initiation Document to Project Management Office (PMO)</li> <li>Specification for Open Data Platform completed / Invitation To Tender (ITT) issued</li> <li>Open Data Portal Beta Launch</li> <li>Supplier chosen for Open Data Platform</li> <li>Open Data Platform operational</li> </ul>												
					21/09/16	<b>Progress to Date :</b>						
					31/12/16	<b>31/03/2017- Approved</b>						
					20/01/17	- There has been a slippage in the procurement process due to unforeseen circumstances.						
					31/01/17	However, this is currently not likely to negatively impact the implementation of the platform overall.						
					31/01/17	- Platform Procurement: the procurement for the platform is underway, after an initial process of drafting a specification between PKC, Dundee City Council, Aberdeen City Council, and Highland Council. This was done in consultation with Corporate Procurement, IT, and Information Governance. A Request For Information (RFI) to potential suppliers on the framework was sent on 29/03/17, and a process of supplier engagement and evaluation will take place throughout April.						
					31/03/17							
					31/05/17							
						- The procurement process is being led by Tayside Procurement Consortium, and carried out via G-Cloud, a UK Government framework for cloud-based services.						
							0	1233	1715	1981	50	4979
							0	1356	1180	1847	465	4848
							17	1457	1522	1318	300	4614
							3	1312	1681	1318	300	4614

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Finances	2015/16 (£000s)	2016/17 (£000s)	2017/18 (£000s)	2018/19 (£000s)	2019/20 (£000s)	Total (£000s)
<b>Education and Children's Services</b>												
<b>Business Transformation Programme</b>												
BT000358	ECS - Review of Catering Services	Greg Boland	01/09/15	31/03/20	Some Issues	Approved Savings	0	0	0	200	200	400
<b>Brief Description :</b>						Projected Savings	0	0	0	200	200	400
Examining optimum production, menu and service arrangements and looking at options for area based kitchens and partnership working with other organisations to ensure the most efficient and effective service.						Approved Funding	0	0	0	0	0	0
						Projected Spend	0	0	0	0	0	0
<b>Key Milestones :</b>						<b>Progress to Date :</b>						
<ul style="list-style-type: none"> <li>Business Case for PKC/Tayside Contracts model</li> <li>Outline Business Case for 3 Council Model</li> </ul>						30/06/17 30/06/17 <b>28/03/2017 - Approved</b> <b>Being reported through Tayside Governance and Strategy Group</b> <ul style="list-style-type: none"> <li>This project is being taken forward on a Tayside wide basis.</li> <li>Tayside Governance and Strategy Group (TGSG) acting as Project Board (Jim Valentine sits on this Board for PKC)</li> <li>Simon Farrer is representing PKC's interest on the Project Team.</li> <li>Project delayed due to ongoing discussion between the three Councils.</li> <li>The savings in 2018/2019 are likely to be delayed.</li> <li>Current work includes scoping a PKC / Tayside Contracts model.</li> </ul>						

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Finances	2015/16 (£000s)	2016/17 (£000s)	2017/18 (£000s)	2018/19 (£000s)	2019/20 (£000s)	Total (£000s)
BT000360	ECS - Securing the Future of the School Estate	Carol Taylor	01/09/15	31/03/20	Some Issues	Approved Savings	0	0	0	200	500	700
<b>Brief Description :</b> Reviewing the school estate to make the most effective and efficient use of buildings, and staff across the estate.												
<b>Key Milestones :</b> <ul style="list-style-type: none"> <li>Pre-consultation/Informal consultation completed</li> <li>Outcome from options appraisal pre consultation - Phase 1 to Member Officer Working Group (Indicative)</li> <li>Early part of Phase 2 will commence</li> <li>Detailed options on phase 1 to Lifelong Learning Committee (Indicative)</li> <li>Statutory consultation on phase 1 complete with recommendations to LLC.</li> </ul>												
					15/09/17	<b>Progress to Date :</b> <b>28/03/2017 - Approved</b> <ul style="list-style-type: none"> <li>Programme of options appraisals approved. Phase 1 is ongoing and data gathering is taking place.</li> <li>Detailed project plan for phase 1 has been developed.</li> <li>Siruan and Straloch closures were not called in by Scottish Government on 17 March 2017.</li> <li>Consultation commences late May 2017 up until 15 September 2017.</li> <li>Savings at risk due to continuing uncertainty on National Agreement on Teacher numbers.</li> </ul>						
					05/10/17							
					05/01/18							
					31/01/18							
					31/12/18							

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Finances	2015/16 (£000s)	2016/17 (£000s)	2017/18 (£000s)	2018/19 (£000s)	2019/20 (£000s)	Total (£000s)
BT000361	ECS - Review of Community Campuses Contract and Charging Arrangements	Fiona Easton	01/09/15	31/03/20	On Target	Approved Savings	0	0	180	0	0	180
<b>Brief Description :</b> Reviewing Community Campus contracts and charging to identify efficiency savings and commercial opportunities.												
<b>Key Milestones :</b> <ul style="list-style-type: none"> <li>Online Booking specification workshop</li> <li>Data collected around current occupancy levels and marketing practices already in place to establish a baseline for future comparison</li> <li>Online booking for Campuses investigated and timeline for implementation agreed with IT</li> <li>Revised Campus Charging Arrangements implemented</li> <li>New integrated flexible support staffing structure fully implemented</li> <li>Process Mapping completed</li> <li>Revised Campus Management and Operational arrangements in place</li> <li>Review Campus Leader and Campus Business Manager roles and responsibilities</li> <li>Marketing strategy for Community Campuses to be developed by</li> </ul>												
					01/03/17	<b>Progress to Date :</b> <b>28/03/2017 - Approved</b> <ul style="list-style-type: none"> <li>Budget discussions with all Community Campuses ongoing in preparation for the implementation of the new integrated staffing structure to identify what can be delivered within the existing cost envelope and what flexibility is required for the transition.</li> <li>There are some residual issues which are being addressed in respect of implementing the new integrated staffing structure within one campus and that professional association and Human Resources is ongoing to resolve.</li> <li>Process mapping workshops continue - attendance process map and improvement plan has now been agreed with all campuses, Home Economics, support process mapping workshop scheduled for 28th March 2017.</li> <li>Community Campus Management Groups which are held locally at each Campus are being refreshed with remit and role being amended to include elected members and local community representation.</li> <li>New campus charges being introduced - agreement sought with LiveActive Leisure representatives to implement the new charges.</li> <li>Online booking workshop was held 1st March 2017. Draft specification has been written and sent to IT for their input.</li> <li>To ensure marketing and promotion of campuses included within revised campus management and operational arrangements a requirements specification is currently being written for a short-term marketing consultant to assess current marketing practices and create a marketing plan for campuses to then implement.</li> <li>The scope of the review of Campus Leader and Campus Business Manager roles has been agreed with the Head of Education: Secondary and Inclusion. Work will commence on this in early April 2017.</li> </ul>						
					31/03/17							
					31/03/17							
					01/04/17							
					30/06/17							
					30/06/17							
					31/08/17							
					30/09/17							
					31/01/18							
						Projected Savings	0	38	12	0	0	50
						Projected Spend	0					50

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Finances	2015/16 (£000s)	2016/17 (£000s)	2017/18 (£000s)	2018/19 (£000s)	2019/20 (£000s)	Total (£000s)
BT000362	ECS - Review of Facility Management (FM) Service arrangements (including Tayside Contracts)	Simon Farrer	01/09/15	31/03/20	Some Issues	Approved Savings	0	0	150	50	0	200
<b>Brief Description :</b> Reviewing janitorial and cleaning arrangements, building security/access, maintenance functions and enhanced partnerships between the Council, Tayside Contracts and the community, by redefining the service, management arrangements and job profiling, to deliver savings.												
<b>Key Milestones :</b> <ul style="list-style-type: none"> <li>Partnership agreement finalised</li> <li>Proposed transfer date</li> </ul>												
					18/04/17	<b>Progress to Date :</b>						
					01/06/17	<b>28/03/2017-Approved</b> <ul style="list-style-type: none"> <li>Meetings have taken place with Property Services, IT, Health and Safety and Legal to draft the Partnership Agreement. Partnership Agreement feedback from Tayside Contracts to be finalised by 18 April 2017.</li> <li>Regular meetings ongoing with janitors, school crossing patrollers and facilities co-ordinators.</li> <li>Meeting with Secondary School Headteachers and Primary Headteachers Executive Group have both taken place.</li> <li>Meeting on 3 April 2017 to finalise transfer date and transfer agreement.</li> <li>New working practices to be put in place over summer</li> <li>Training programme being developed</li> </ul>						
							Projected Savings	0	150	50	0	200
							Approved Funding	0	0	0	0	0
							Projected Spend	0	0	0	0	0

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Finances	2015/16 (£000s)	2016/17 (£000s)	2017/18 (£000s)	2018/19 (£000s)	2019/20 (£000s)	Total (£000s)
BT000365	ECS - Strategic Commissioning with the 3rd Sector	Caroline Mackie	01/09/15	31/03/19	On Target	Approved Savings	0	45	41	37	0	123
<b>Brief Description :</b> Developing a strategic commissioning approach to services for children, young people and families, to ensure that Council funds are more efficiently targeted to meet strategic objectives, and support 3rd sector groups to explore new ways to deliver services, diversify their funding base, and draw upon new and alternative funding streams.												
<b>Key Milestones :</b> <ul style="list-style-type: none"> <li>Commissioned Services Board Meeting</li> <li>Specification developed for high priority service areas</li> <li>Commissioning Strategy developed</li> <li>Commissioned Services Board Meeting</li> <li>Commissioning Strategy to Lifelong Learning Committee (Indicative Date)</li> <li>Publish commissioning strategy (this may include collaborative work)</li> <li>Identify 18/19 savings</li> </ul>												
<b>Progress to Date :</b> <b>28/03/2017 - Approved</b> <ul style="list-style-type: none"> <li>Next working group meeting scheduled for 29/03/2017 to consider draft strategy.</li> <li>Next Education and Children's Services Commissioned Services Board meeting scheduled for 03/05/2017 to consider draft strategy.</li> <li>Specification for high priority service areas under development.               <ul style="list-style-type: none"> <li>"Intensive Family Support" specification discussed by Services for Children, Young People and Families Management Team on 15/03/2017. Specification to be developed and agreed in order to commission new services from 01/07/2017.</li> <li>NHS Speech and Language Therapy Service Level Agreement review underway.</li> </ul> </li> <li>Continued engagement with the 3rd sector forum is ongoing.</li> <li>31 March 2017 Tayside Collaborative Strategic Planning session</li> </ul>												
						Projected Savings	0	45	41	37	0	123
						Approved Funding	0	24	0	0	0	24
						Projected Spend	0	24	0	0	0	24

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Finances	2015/16 (£000s)	2016/17 (£000s)	2017/18 (£000s)	2018/19 (£000s)	2019/20 (£000s)	Total (£000s)
BT000390	ECS - Review of Inclusion Services	Rodger Hill	01/01/16	31/03/18	On Target	Approved Savings	0	0	0	0	0	0
<b>Brief Description :</b> Redesigning the delivery model which may result in some efficiencies but any savings or changes to service provision must be undertaken within legal duties held by the council.												
<b>Key Milestones :</b> <ul style="list-style-type: none"> <li>Quick quote uploaded to Public Contracts Scotland</li> <li>Contract awarded</li> <li>Communications Plan</li> <li>Report with recommendations to Member Officers Working Group (MOWG) (indicative)</li> <li>Report to Lifelong Learning Committee (Indicative Date)</li> </ul>												
<b>Progress to Date :</b> <b>28/03/2017 - Approved</b> The independent assessor met with an initial group of PKC staff during w/b 27 March to gather further information. Internal Inclusion Service data has been gathered and is being analysed by the independent assessor. Further work planned for April / May leading to recommendations for the Inclusion Services review.												
					10/02/17							
					24/02/17							
					30/06/17							
					30/06/17			20	15	15	0	50
					23/08/17			50	0	0	0	50

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Finances	2015/16 (£000s)	2016/17 (£000s)	2017/18 (£000s)	2018/19 (£000s)	2019/20 (£000s)	Total (£000s)
BT000391	ECS - Review and remodelling of Residential Care Services (Children and Young People)	Hazel Robertson	01/01/16	31/03/20	On Target	Approved Savings	0	0	0	0	0	0
<b>Brief Description :</b>												
To avoid escalating costs of residential care for children and to better meet increasing and changing demands of children and young people who need to be looked after in residential care provision.												
<b>Key Milestones :</b>												
	• Benchmarking visits carried out				31/01/17	<b>Progress to Date :</b>						
	• Proposed Options shared with Chief Social Work Officer and ECS SMT				16/03/17	<b>28/03/2017 - Approved</b>						
	• Options Appraisal concluded				31/03/17	<b>This project is a preventative measure to mitigate pressures in overspend (cost avoidance £250k)</b>						
	• Consultation with young people who have been Looked After				30/04/17	• Initial proposed options considered by Education and Children's Services (ECS) Senior Management Team (SMT) on 16/03/2017.						
	• Report to Member Officer Working Group (Indicative Date)				31/05/17	• Fully costed options and draft report to be presented to ECS SMT by 14/04/2017.						
	• Report to Lifelong Learning Committee (Indicative Date)				28/06/17	• Independent consultation (CELCIS) with young people who have experienced care to be concluded by 30/04/2017.						
						Projected Savings	0	0	0	0	0	0
						Approved Funding	0	41	50	0	0	91
						Projected Spend	0	4	0	0	0	4



Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Finances	2015/16 (£000s)	2016/17 (£000s)	2017/18 (£000s)	2018/19 (£000s)	2019/20 (£000s)	Total (£000s)
BT000392	ECS - Expansion of Family Based Care	Linda Richards	01/01/16	31/03/20	On Target	Approved Savings	0	0	0	0	0	0
<b>Brief Description :</b> To meet the increasing demand for foster carers and family-based carers for children and young people looked after by Perth and Kinross Council												
<b>Key Milestones :</b> <ul style="list-style-type: none"> <li>Preparation of promotional materials for project duration</li> <li>Materials for full press release prepared and in place</li> <li>Process Mapping of recruitment process completed</li> <li>Key performance indicators drafted and agreed</li> <li>Interim project progress report to Executive Officer Team</li> </ul>												
					31/03/17	<b>Progress to Date :</b> <b>28/03/2017 - Approved</b> <ul style="list-style-type: none"> <li>Full press release scheduled to take place by 31/03/2017.</li> <li>Process mapping of foster and supported lodgings recruitment processes commenced.</li> <li>Evidence gathering and mapping of foster care recruitment requirements underway.</li> <li>Key performance indicators for the Expansion of Family Based Care project drafted and agreed by 30/04/2017.</li> </ul>						
					31/03/17							
					30/04/17							
					30/04/17							
					30/11/17							
						Projected Savings	0	0	0	0	0	0
						Projected Savings	0	0	0	0	0	0
						Approved Funding	0	67	110	32	0	209
						Projected Spend	0	52	0	0	0	52

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Finances	2015/16 (£000s)	2016/17 (£000s)	2017/18 (£000s)	2018/19 (£000s)	2019/20 (£000s)	Total (£000s)
BT000394	ECS - Review the Delivery of Class Contact Time	Isabelle Smit	01/01/16	31/03/19	On Target	Approved Savings	0	0	0	0	0	0
<b>Brief Description :</b> This proposal is to review and redesign Reducing Class Contact Time												
<b>Key Milestones :</b> <ul style="list-style-type: none"> <li>Exp. Arts training programme devised</li> <li>Teachers informed of PE training opportunities</li> <li>Initial block of Expressive Arts training delivered</li> <li>Principal Teacher of Expressive Arts recruited for 2017/18</li> <li>Report to Modernising Governance Member Officer Working Group (MOWG) - (indicative)</li> <li>Report to Lifelong Learning Committee (indicative)</li> <li>New and sustainable delivery models for Expressive Arts and Physical Education are established.</li> </ul>												
					18/01/17	<b>Progress to Date :</b>						
					27/01/17	<b>28/03/2017 - Approved</b>						
					31/03/17	<b>There is a risk to this project regarding teacher/pupil ratios which must be considered as part of this review process.</b>						
					31/05/17							
					31/07/17	<ul style="list-style-type: none"> <li>Council reinstated the previous agreed saving of £325k. Project continuing in respect of efficiencies and service redesign.</li> </ul>						
					31/08/17	<ul style="list-style-type: none"> <li>A project group meeting to finalise the project has been scheduled for Tuesday 4th April 2017.</li> </ul>						
					30/06/18	<ul style="list-style-type: none"> <li>Human Resources and Finance are working together to finalise the transfers of staff.</li> <li>Staffing allocations to schools will be implemented by 31 March 2017.</li> <li>Recruitment has been completed for a Principal Teacher of Expressive Arts.</li> <li>A similar post has been created for Physical Education and recruitment underway.</li> <li>Work is ongoing to arrange cross-country and athletics events will be supported from 2017/18 onwards.</li> </ul>						
<b>Approved Savings Total</b>							0	45	371	487	700	1603
<b>Projected Savings Total</b>							0	45	371	487	440	1343
<b>Approved Funding Total</b>							0	222	190	62	0	474
<b>Projected Spend Total</b>							0	186	44	0	0	230

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Finances	2015/16 (£000s)	2016/17 (£000s)	2017/18 (£000s)	2018/19 (£000s)	2019/20 (£000s)	Total (£000s)
Housing and Community Care												
Business Transformation Programme												
BT000370	HCC - Communities First Review	Jamie Cormack, Diane Fraser, Lesley Sinclair	30/11/15	31/03/19	On Target	Approved Savings	0	72	322	200	0	594
<b>Brief Description :</b>						Projected Savings	0	72	218	287	0	577
By reshaping current commissioning, creating greater co-production opportunities in communities and restructuring the management and fieldwork teams in localities, Communities first will facilitate greater use of innovative mobile technologies, build integrated working in localities, support the wider commissioning strategy for the partnership and develop alternative market place opportunities. This will support people to live as independently as they can, with greater choice and control.						Approved Funding	286	304	331	0	0	921
						Projected Spend	98	280	332	165	46	921
<b>Key Milestones :</b>						<b>Progress to Date :</b>						
	Based on Executive Officer Team (EOT) decision move to formal consultation/workforce planning				31/05/17	<b>30/03/2017 - Approved</b>						
	Development Worker proposal approved by Senior Management Team (SMT)				31/05/17	<ul style="list-style-type: none"> <li>Workforce analysis and impact assessment undertaken to support process of implementation within the locality staffing structure – 15/04/17</li> </ul>						
	Obtain Executive Officer Team (EOT) approval to commence consultation process for implementation of new locality staffing structure				31/05/17	<ul style="list-style-type: none"> <li>Development Worker proposal resubmitted and discussed at Senior Management Team (SMT). Engagement with 3rd sector around role continues.</li> </ul>						
	Consultation outcome report approved and signed off at SMT				30/06/17	<ul style="list-style-type: none"> <li>Work to update Well Connected web page in final stages. This will act as a short term measure pending creation of e-market place</li> </ul>						
	Undertake review of third sector provision within localities				31/03/18	<ul style="list-style-type: none"> <li>Project planning underway to enable GPs to link with social work teams until E-Marketplace created</li> </ul>						
	Review of eligibility criteria completed				31/03/18							
	E-Marketplace created				31/03/18							

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Finances	2015/16 (£000s)	2016/17 (£000s)	2017/18 (£000s)	2018/19 (£000s)	2019/20 (£000s)	Total (£000s)
BT000371	HCC - Review of Residential Care	Diane Fraser, Jamie Cormack, Lesley Sinclair	10/11/15	31/03/19	On Target	Approved Savings	0	0	0	696	0	696
<b>Brief Description :</b>												
Reviewing residential care provision to ensure that people are supported to live in the community for longer, and that available care home provision across the full area is fully utilised.												
<b>Key Milestones :</b>												
					31/05/17	<b>Progress to Date :</b> <b>30/03/2017 - Approved</b> <ul style="list-style-type: none"> <li>Discussions continue at a partnership level around options for consideration through the review.</li> <li>Staff and management proposals being reviewed and paper prepared to update these in anticipation of future engagement</li> </ul>						
					31/05/17							
					14/07/17							
					15/08/17							
					31/08/17							
					31/10/17			100	50	0	0	175
					30/11/17			47	99	15	0	175
					31/03/18							

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Finances	2015/16 (£000s)	2016/17 (£000s)	2017/18 (£000s)	2018/19 (£000s)	2019/20 (£000s)	Total (£000s)
BT000372	HCC - Home First	Tam Cassidy	10/11/15	31/03/17	On Target	Approved Savings	0	0	676	0	0	676
<b>Brief Description :</b>						Projected Savings	0	0	676	0	0	676
Providing options for direct access to settled accommodation for homeless people missing out the temporary stage where possible.						Approved Funding	22	109	64	0	0	195
						Projected Spend	1	98	96	0	0	195
<b>Key Milestones :</b>						<b>Progress to Date :</b>						
<ul style="list-style-type: none"> <li>Asset management process completed</li> <li>Identify the commissioning requirements to provide an intensive support model</li> </ul>						<b>30/03/2017 - Approved</b> <ul style="list-style-type: none"> <li>Rio House is on the market</li> <li>Tayview House has been returned to Hillcrest Housing Association</li> <li>The PKC dispersed accommodation reduction plan to 30 units, as set out within the business case, has been achieved</li> <li>The percentage of housing lets to homeless people was 60%, exceeding the target of 50%</li> </ul> <p>This project has now been completed any outstanding actions will be monitored through the Service Transformation Board as they are not material to the savings identified within this particular project.</p>						
						<div>01/03/17</div> <div>31/03/17</div>						

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Finances	2015/16 (£000s)	2016/17 (£000s)	2017/18 (£000s)	2018/19 (£000s)	2019/20 (£000s)	Total (£000s)
BT000381	HCC - Review of Day Care Services	Jamie Cormack, Lesley Sinclair, Diane Fraser	10/11/15	31/03/18	On Target	Approved Savings	0	0	239	463	0	702
<b>Brief Description :</b> Reviewing and redesigning existing Day Services and Day Opportunities across community care client groups, in line with the ethos of 'supporting people at home' in a more personalised manner.												
<b>Key Milestones :</b> <ul style="list-style-type: none"> <li>Proposal for new service provision model and amended business case signed off by Transformation Board</li> <li>Based on committee decision formal consultation process and workforce planning completed</li> <li>Update tabled at Member Officer Working Group (MOWG) - estimated</li> <li>Executive Officer Team (EOT) approval for new service model</li> <li>Sign-off of formal consultation period by Transformation Board</li> <li>Capital resource recommendations approved at Transformation Board</li> <li>Sign-off of capital resource plan by Executive Officer Team (EOT)</li> </ul>												
					31/08/17	<b>Progress to Date :</b> <b>30/03/2017 - Approved</b> <ul style="list-style-type: none"> <li>Engagement with service users, families and wider partners will continue through survey and discussion with clients/carers/families with further wider events planned and will continue until August 2018.</li> <li>Regular day care modelling continues to be undertaken to ensure that current usage of services across all day care services remains up to date during the review and is representative of all client groups.</li> </ul>	0	0	239	463	0	702
					31/08/17	Projected Savings	0	0	239	463	0	702
					31/08/17	Approved Funding	0	0	0	0	0	0
					31/10/17	Projected Spend	0	0	0	0	0	0
					30/11/17							
					22/12/17							

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Finances	2015/16 (£000s)	2016/17 (£000s)	2017/18 (£000s)	2018/19 (£000s)	2019/20 (£000s)	Total (£000s)
BT000373	HCC - Review of HCC Repairs Service	Lorna Cameron	22/10/15	31/10/18	Some Issues	Approved Savings	0	100	200	200	0	500
<b>Brief Description :</b> Reviewing options for housing repairs in localities to improve services and maximize cost savings.												
<b>Key Milestones :</b> <ul style="list-style-type: none"> <li>Preferred option and business case for workforce model presented and approved at transformation board</li> <li>Business case prepared for preferred option for stores, for approval by project team and transformation board</li> <li>Project team workshops to develop communications plan, organisational design workshop, risk profile and benefits realisation</li> <li>Stores Implementation and Business continuity plan for relocation of store to Arran Road</li> <li>Creation of Organisational Development (OD) and communications plan for Workforce Planning</li> <li>Report to Senior Management Team (SMT)/ Transformation Board seeking approval for revised roles and workforce structure</li> <li>Total mobile to produce mobile solutions for trades in line with corporate transformation agenda</li> </ul>												
					28/02/17	<b>Progress to Date :</b> <b>30/03/17 - Approved</b>  The Repairs Team have already implemented a number of changes to improve productivity, reducing spend on external contractors, improving voids performance and delivering substantial savings against budget for this year. The next phase of the project will build on this foundation with more transformational change.						
					28/02/17	<b>Workstream 1 – Workforce Planning</b> <ul style="list-style-type: none"> <li>Workshops planned to work up Implementation plan and communicate to team</li> <li>Further workshops for organisational development and workforce planning</li> </ul>						
					01/03/17							
					31/03/17							
					28/04/17	<b>Workstream 3 –Supply Chain and Procurement</b> <ul style="list-style-type: none"> <li>Further scoping work around locations and costs continues</li> <li>Implementation plan for stores move created and waiting approval</li> </ul>						
					11/05/17	<b>Workstream 4 – Scheduler</b> . <ul style="list-style-type: none"> <li>Development of the integration solution between Totalmobile and Northgate Housing is continuing and timescales for the integration have slipped. The full progress of this is reported under Project BT000369 – Corporate Mobile Working.</li> </ul>						
					30/09/17							

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Finances	2015/16 (£000s)	2016/17 (£000s)	2017/18 (£000s)	2018/19 (£000s)	2019/20 (£000s)	Total (£000s)
BT000374	HCC - Review of Community Care Packages for Adults	Colin Johnston, Diane Fraser	23/09/15	31/03/19	On Target	Approved Savings	0	0	0	560	0	560
<b>Brief Description :</b> Working with community care clients, their families and carers, to provide financially sustainable care packages.												
<b>Key Milestones :</b> <ul style="list-style-type: none"> <li>Consultation with clients and families</li> <li>Staff consultation and engagement</li> <li>Engagement and Communication with Providers/Service Level Agreements</li> <li>Review existing care packages and amend where appropriate</li> </ul>					31/03/17	<b>Progress to Date :</b> <b>30/03/2017-Approved</b> £303k accelerated saving have been achieved. <ul style="list-style-type: none"> <li>Three Focus Groups have been held as part of the consultation process (Perth, Blairgowrie and Crieff).</li> <li>Newsletter containing update on progress sent to all participants in consultation.</li> <li>Clients receiving moderate cost packages of care being identified and forwarded to localities for review.</li> </ul>	0	172	1437	2119	0	3728
Approved Savings Total							0	475	1183	1853	200	3711
Projected Savings Total												
Approved Funding Total							428	762	694	149	0	2033
Projected Spend Total							147	571	780	399	136	2033



Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Finances	2015/16 (£000s)	2016/17 (£000s)	2017/18 (£000s)	2018/19 (£000s)	2019/20 (£000s)	Total (£000s)
The Environment Service												
Business Transformation Programme												
BT000398	TES - Council Vehicle Fleet Utilisation and Optimisation Review	Bill Morton	01/04/16	30/03/18	On Target	Approved Savings	0	0	25	75	50	150
<b>Brief Description :</b>						Projected Savings	0	0	25	50	75	150
The Council Vehicle Fleet Utilisation and Optimisation Review looks towards the better utilisation of the council's small vehicle fleet through the introduction of telematics and effective ongoing analysis of associated data. In addition the project proposes to undertake a review of the grey fleet (ie private vehicles used for council business) with the aim of reducing the extent to which delivery of Council Services rely on this.						Approved Funding	96	36	18	0	0	150
						Projected Spend	0	16	134	0	0	150
<b>Key Milestones :</b>						<b>Progress to Date :</b>						
					31/01/17	<b>20/03/2017 - Approved</b>						
	Tracker System Procured				17/03/17	The PIA (Privacy Impact Assessment) consultation period with the Trade Unions has now expired with no queries or suggested changes being submitted, the PIA therefore now stands as it is and is now part of the project documents. This now allows us to move forward and make the necessary arrangement to progress with the implementation of the installing of the tracker systems in the vehicles which will progress through April & May. We have successfully appointed a project officer into the post following the recruitment process with a start date of Monday 1 May being agreed.						
	Trade Union consultation				31/03/17	It is not envisaged that slippage in the identified milestones will impact the overall project completion.						
	Completion of Council wide Privacy Impact Assessment				31/03/17							
	Recruit Project Officer				01/05/17							
	Issue Communication				01/05/17							
	Project Officer start date				31/05/17							
	Review Travel Policy				31/05/17							
	Review 2016/17 data on fleet usage				31/05/17							
	Installation of telematics tracker system				30/06/17							
	Complete business case for Pool Booking System				31/10/17							
	Initial analysis of vehicle journeys using tracker information				30/11/17							
	1st phase of savings identified				31/01/18							
	Actions implemented for 2017/18 savings				31/03/18							
	Full year report on vehicle usage identifying savings for 2018/19				30/04/18							

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Finances	2015/16 (£000s)	2016/17 (£000s)	2017/18 (£000s)	2018/19 (£000s)	2019/20 (£000s)	Total (£000s)
BT000402	TES - Inveralmond Reuse Shop Review	Bruce Reekie	01/12/15	31/12/18	Some Issues	Approved Savings	0	0	16	0	0	16
<b>Brief Description :</b> Building the first purpose-built Reuse Shop in Scotland on a recently-cleared piece of land at the front of the Inveralmond Recycling Centre.												
<b>Key Milestones :</b> <ul style="list-style-type: none"> <li>Research with colleagues from Property and Estates our contribution of the site (for less than best consideration) towards the project</li> <li>PUSH to meet with ZWS to discuss the funding application to the Innovative Reuse and Repair Fund</li> <li>PUSH to apply to the Innovative Reuse and Repair Fund</li> <li>Finalise Heads of Terms for the lease and the Service Level Agreement with PUSH</li> <li>Funding decision by ZWS</li> <li>Finalise design work for the build and apply for necessary permissions</li> <li>Build Period</li> <li>Completion of the Reuse Shop Build</li> </ul>												
					28/02/17	<b>Progress to Date :</b> <b>20/03/2017 - Approved</b> Should it not be possible to reach agreement on the lease term, it is proposed that this project be removed from the programme.						
					27/04/17							
					26/05/17							
					26/05/17							
					26/06/17							
					29/09/17							
					28/12/18							
					31/12/18							

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Finances	2015/16 (£000s)	2016/17 (£000s)	2017/18 (£000s)	2018/19 (£000s)	2019/20 (£000s)	Total (£000s)
BT000375	TES - Review of Roads Activities	Willie Young	01/11/15	31/03/18	On Target	Approved Savings	0	0	0	200	0	200
<b>Brief Description :</b> Examining potential efficiencies, including collaborative working with other Councils and working arrangements with current and potential future contractors.												
<b>Key Milestones :</b> <ul style="list-style-type: none"> <li>Baseline information</li> <li>Options developed for potential service delivery approaches</li> <li>Engage specialist consultant</li> <li>Approval of option for potential future service delivery by Joint Management Team</li> <li>Second report with detailed options approved by Joint Management Team</li> <li>Full business case and options to be considered</li> <li>Develop implementation plan</li> </ul>												
<b>Progress to Date :</b>												
					30/09/16	<b>30/03/2017 - Approved</b>						
					30/10/16	There has been a collaborative board created between Angus; Dundee and Perth and Kinross Councils to establish a programme to work towards achieving the Roads Review. There have been various meetings held and an option appraisal has been undertaken on potential future service delivery models.						
					31/10/16							
					15/12/16							
					30/06/17							
					31/12/17	Officers have been identified to expand the working group to cover the full range of activities outlined in the scope, further meetings have been diarised for 5 April 2017, 17 May 2017.						
					31/12/17	Officers met on 28th February and work is now underway to produce baseline data which will enable the business case to be developed.						
Approved Funding							10	40	0	0	0	50
Projected Spend							0	50	0	0	0	50

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Finances	2015/16 (£000s)	2016/17 (£000s)	2017/18 (£000s)	2018/19 (£000s)	2019/20 (£000s)	Total (£000s)	
BT000366	Corporate - Corporate Property Asset Management Review	Keith Colville	01/11/15	31/03/20	On Target	Approved Savings	0	0	190	605	1000	1795	
<b>Brief Description :</b>  Reviewing the Council's property assets to; provide a property estate which is appropriately sized for requirements, well used, properly maintained, integrated with partner organisations' asset management plans, maximising collaborative opportunities, and is in appropriate geographical locations.						Projected Savings	0	0	0	795	1000	1795	
						Approved Funding	0	0	0	0	0	0	0
						Projected Spend	0	0	0	0	0	0	0
						<b>Progress to Date :</b>  <b>31/03/17- Approved</b>  <b>Data Collection:</b> The data gathering and mapping exercise with regard to the 'Place based / Area Asset Management Review' is complete.  The mapping provides a visual illustration of both PKC and NHS properties in each settlement. This now includes Police, Fire and LAL properties, allowing easier identification of buildings and their locations, relative to other buildings in the area. Further analysis of the properties in each settlement area is progressing with a view to examining current use and determining service need in the future.  A report is being prepared for the Business Transformation Board which provides an update on the current position with the Corporate Property Asset Management transformation programme. In the first instance, this report will allow PKC officers to consider the mapping and initial grading assessments of the properties throughout the estate. This report will be complete by 14 April 2017 and presented to the TES Senior Management Team on Thursday 20 April. Thereafter the report will be presented to the Executive Officer Team.  <b>Area Reviews:</b> On completion of the area reviews, the next steps are to agree the format of Community Planning Consultation in each area. Consideration will be given to a number of key drivers which will include (i) web / stories of place postings, (ii) action partnerships, (iii) community capacity builders and (iv) community councils. Opportunities for sharing space within properties have been identified and the community asset transfer policy will be submitted to SP&R for approval.  This process was planned for completion over 4 years as detailed in the Outline Business Case (OBC).  The Tayside wide "one public sector estate" is gaining momentum with a cross public sector mapping and data collection exercise currently underway. Opportunities for the concept of shared public sector space can be identified and the Scottish Futures Trust (SFT) is supporting NHS and Councils in developing appropriate mechanisms and approaches to encourage joint use. This includes (i) approach to cross sector charging and (ii) IT compatibility. A meeting was held on 13th March 2017 to discuss Property Sharing Best Practice Guidance. This was developed by SFT and Burness Paul (Solicitors) so that mechanism for sharing property between public and third sector organisations does not create a blockage and restrict progress going forward.							

Page 156 of 160

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Finances	2015/16 (£000s)	2016/17 (£000s)	2017/18 (£000s)	2018/19 (£000s)	2019/20 (£000s)	Total (£000s)
BT000380	TES - Grounds Maintenance - Continental Shift Working Review	Nigel Taylor	01/11/15	30/04/17	On Target	Approved Savings	0	0	90	0	0	90
<b>Brief Description :</b> Increasing efficiency and achieving consistency of work arrangements across operations by introducing 7 day working, with savings achieved through reducing the number of equipment/vehicles required.												
<b>Key Milestones :</b> <ul style="list-style-type: none"> <li>Union representative engagement meeting</li> <li>Staff engagement meeting</li> <li>Staff Ballot Meeting</li> <li>Project Implementation</li> </ul>												
<b>Progress to Date :</b> <b>30/03/2017- Approved</b> A letter of implementation along with an implementation plan was issued to all staff concerned on 24 February. This project is now complete with implementation of new arrangements as at 1 April 2017.												

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Finances	2015/16 (£000s)	2016/17 (£000s)	2017/18 (£000s)	2018/19 (£000s)	2019/20 (£000s)	Total (£000s)
BT000376	TES - Review of Recycling Service	Donna Rigby	30/06/15	30/09/17	On Target	Approved Savings	0	0	110	110	0	220
<b>Brief Description :</b> Reviewing the range of recyclables accepted through the kerbside lidded bin, while reducing households' general waste capacity, thereby creating an incentive to recycle more, with savings achieved through reduced costs for landfilling waste.												
<b>Key Milestones :</b> <ul style="list-style-type: none"> <li>Phase 3 - Perth</li> <li>Phase 4 - Perth - 6132 householders</li> <li>Phase 5 - Kinrosshire - 5798 householders</li> <li>Phase 6 - Crieff and Strathearn - 5734 householders</li> <li>Phase 7 - Highland Perthshire - 4536 householders</li> <li>Phase 8 - Blairgowrie and Eastern Perthshire - 7700 householders</li> </ul>												
					<b>Progress to Date :</b> <b>22/3/2017-Approved</b> Phase 6 Completed – 5658 residents in the Crieff & Strathearn have recieved the new 140litre bin and are now participating in the new service. Phase 7 - Highland Perthshire householders received the New Household Waste & Recycling Service introduction letter and leaflet on 20th March 2017 in advance of the change in service, which will see 4566 more householders move onto the new service towards the end of April.							
					31/08/16							
					31/12/16							
					31/12/16							
					31/03/17							
					31/05/17							
					31/08/17							

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Finances	2015/16 (£000s)	2016/17 (£000s)	2017/18 (£000s)	2018/19 (£000s)	2019/20 (£000s)	Total (£000s)
BT000401	TES - Community Greenspace Review	Bruce Reekie	01/04/16	31/12/18	On Target	Approved Savings	0	0	0	0	0	0
<b>Brief Description :</b>												
Exploring the best way to work with our communities to take on smaller community greenspace sites for community benefit, reduce maintenance activities and explore potential alternative delivery mechanisms.												
<b>Key Milestones :</b>												
	<ul style="list-style-type: none"><li>Job evaluation and Employee Approval Process (EAP) approval</li></ul>											
	<ul style="list-style-type: none"><li>Appointment of Greenspace Partnership Officer</li></ul>											
	<ul style="list-style-type: none"><li>Scoping of framework for sites applicable for review complete</li></ul>											
	<ul style="list-style-type: none"><li>Implementation of community agreements to adopt sites, support groups where required</li></ul>											
	<ul style="list-style-type: none"><li>Project completion</li></ul>											
	<ul style="list-style-type: none"><li>Licence to occupy/agreements complete</li></ul>											
	<ul style="list-style-type: none"><li>Equip communities</li></ul>											
<b>Progress to Date :</b>												
	<b>29/03/2017 - Approved</b>											
	Sites identified to date: Rannoch Station - site meeting took place on 24/02/17. Community to look at taking on maintenance of site. Operations are to fund the machinery - lawnmower/tools etc. Community Greenspace Partnership Officer has written to Network Rail as landowner to confirm the proposed change to community carrying out maintenance, then we will complete lease paperwork.											
	Perth Lade - budget setting confirmed £50,000 available to support improvement works along the lade working in partnership with community groups/currently establishing links with a number of groups and Perth College students.Lade management works meeting set up for Wednesday 15 March 2017. CG Partnership officer has been gathering information on works required from Officers.											
	St Michaels Churchyard - site visit carried out with local group to see where PKC can assist. Friends of Group proposals for a memorial garden.											
	Glenearn Road, Perth - empty shrub beds that have been empty for sometime are scheduled (no dates confirmed for works as yet) to be tarmacked over.											
	Alyth In Bloom - new group has been set up, CG Partnership officer and Env Initiatives Officer to attend follow up meeting. Group are taking on the planters in the centre area of Alyth and the beds as you come into Alyth.											
	Burnbank Meadows, Kinross- residents look to take on maintenance of area of a strip of land that will be transferred over to PKC. Strip of land is at back of houses and of no open space value. Engaging with flooding to confirm they have no issues.											
Approved Savings Total							0	0	431	990	1050	2471
Projected Savings Total							0	0	145	1281	1075	2501
Approved Funding Total							106	96	18	0	0	220
Projected Spend Total							0	86	134	0	0	220

Page 159 of 160

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Finances	2015/16 (£000s)	2016/17 (£000s)	2017/18 (£000s)	2018/19 (£000s)	2019/20 (£000s)	Total (£000s)
Approved Savings Overall Total												
							0	1450	3954	5577	1800	12781
Projected Savings Overall Total												
							0	1876	2879	5468	2180	12403
Approved Funding Overall Total												
							551	2537	2424	1529	300	7341
Projected Spend Overall Total												
							150	2156	2639	1717	436	7098