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Council Building
2 High Street
Perth
PH1 5PH

Wednesday, 23 November 2016

A Meeting of the **Strategic Policy and Resources Committee** will be held in the **Gannochy Suite, Dewars Centre, Glover Street, Perth, PH2 0TH** on **Wednesday, 30 November 2016** at **10:00**.

If you have any queries please contact Committee Services on (01738) 475000 or email 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
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, 30 November 2016

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 21 SEPTEMBER 2016 FOR APPROVAL AND SIGNATURE 5 - 10**
 - (ii) MINUTE OF MEETING OF THE EMPLOYEES JOINT CONSULTATIVE COMMITTEE OF 26 MAY 2016 FOR NOTING 11 - 24**
 - (iii) MINUTE OF MEETING OF THE CORPORATE HEALTH, SAFETY AND WELLBEING CONSULTATIVE COMMITTEE OF 13 JUNE 2016 FOR NOTING 25 - 28**
 - (iv) MINUTE OF MEETING OF THE PROPERTY SUB-COMMITTEE OF THE STRATEGIC POLICY AND RESOURCES COMMITTEE OF 17 AUGUST 2016 FOR NOTING 29 - 30**
- 4 REVENUE BUDGET 2016/17 - MONITORING REPORT NUMBER 2 31 - 54**

Report by Head of Finance (copy herewith 16/527)
- 5 COMPOSITE CAPITAL BUDGET 2016/23 & HOUSING INVESTMENT PROGRAMME 2016/21 - MONITORING REPORT NUMBER 2 55 - 84**

Report by Head of Finance (copy herewith 16/528)
- 6 EMPLOYABILITY STRATEGY AND ACTION PLAN 85 - 140**

Report by Depute Chief Executive, Environment (Sustainability, Strategic and Entrepreneurial Development) (copy herewith 16/529)

7	TRANSFORMATION REVIEW OF COUNCIL ASSETS FOR COMMERCIAL SPONSORSHIP Report by Depute Chief Executive, Environment (Sustainability, Strategic and Entrepreneurial Development) (copy herewith 16/530)	141 - 152
8	ANNUAL RISK REPORT 2015/16 Report by Depute Chief Executive, Environment (Sustainability, Strategic and Entrepreneurial Development) (copy herewith 16/531)	153 - 206
9	FLEET AND MECHANICAL EQUIPMENT ASSETS ANNUAL STATUS REPORT Report by Director (Environment) (copy herewith 16/532)	207 - 240
10	PERTH AND KINROSS COUNCIL DIGITAL STRATEGY 2016-20 Report by Depute Chief Executive (Corporate and Community Development Services) and Chief Operating Officer (copy herewith 16/533)	241 - 260
11	PROCUREMENT STRATEGY AND IMPROVEMENT PLAN Report by Depute Chief Executive, Environment (Sustainability, Strategic and Entrepreneurial Development) (copy herewith 16/534)	261 - 322

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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 Hay Room, Dewar's Centre, Glover Street, Perth on Wednesday 21 September 2016 at 10.00am.

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

In Attendance: B Malone, Chief Executive; J Fyffe, Senior Depute Chief Executive, ECS (Equality, Community Planning and Public Service Reform); J Valentine, Depute Chief Executive, Environment (Sustainability, Strategic and Entrepreneurial Development); J Walker, Depute Chief Executive, Housing and Community Care (Corporate and Community Development Services) and Chief Operating Officer; C Irons, L Potter, K Ridley, L Simpson, J Symon, (up to Art. 649) G Taylor, (all Corporate and Democratic Services); S Devlin, Education and Children Services; B Renton, K McNamara, S Merone, A Seggie and D Young all Environment Service; B Atkinson, L Cameron, K Fraser, E McMullan, M Mitchell (up to Art. 648) and G Pinfield, all Housing and Community Care.

Also in Attendance: R Packham, Health and Social care Partnership and M Wilkie, KPMG.

Apologies for Absence: Provost L Grant and Councillors A Munro, D Pover and W Wilson.

Councillor I Miller, Convener, Presiding.

638. WELCOME AND APOLOGIES

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

The Convener welcomed Michael Wilkie of KPMG to the meeting following the appointment of KPMG as the Council's auditors for 2016/17.

639. DECLARATIONS OF INTEREST

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

640. MINUTES OF PREVIOUS MEETINGS

(i) Strategic Policy and Resources Committee

The minute of meeting of the Strategic Policy and Resources Committee of 15 June 2016 (Arts 452-463) was submitted, approved as a correct record and authorised for signature.

(ii) Appeals Sub-Committee

The minute of meeting of the Appeals Sub-Committee of 9 June 2016 was submitted and noted. *(Appendix I)*

(iii) Executive Sub-Committee

The minute of meeting of the Executive Sub-Committee of 4 July 2016 was submitted and noted. *(Appendix II)*

(iv) Executive Sub-Committee

The minute of meeting of the Executive Sub-Committee of 23 August 2016 was submitted and noted. *(Appendix III)*

641. REVENUE BUDGET 2016/17 - MONITORING REPORT NUMBER 1

There was submitted a report by the Head of Finance (16/400) providing an update on (1) progress with the 2016/17 General Fund Revenue Budget based upon the June 2016 ledger, updated for any subsequent known material movements; and (2) the projected financial position of the Housing Revenue Account.

Resolved:

- (i) The contents of Report 16/400 be noted.
- (ii) The adjustments to the 2016/17 Management Revenue Budget, as detailed in Appendix 1 to and Section 2 of Report 16/400, be approved.
- (iii) The marketing and promotion scheme for Perth and Kinross which will be funded from the Environment Service's 2016/17 Revenue Budget and the reallocation of the earmarked Reserve for the Community Empowerment Bill 2015, as detailed in paragraph 2.1.16 of Report 16/400, be approved.
- (iv) The funding and expenditure relating to severe weather events, set out in paragraph 2.2.11 of Report 16/400, be noted.
- (v) The funding for the Bleaton Hallet bridge replacement, as set out in paragraph 2.2.13 of Report 16/400, be approved.
- (vi) The proposals to utilise the unallocated funding from the severe weather events of £94,101 be considered at a future meeting of the Strategic Policy and Resources Committee.
- (vii) Service virements, as summarised in Appendices 2 and 5 to Report 16/400, be approved.

642. COMPOSITE CAPITAL BUDGET 2016/23 & HOUSING INVESTMENT PROGRAMME 2016/21 - MONITORING REPORT NUMBER 1

There was submitted a report by the Head of Finance (16/401) providing (1) 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 16/401 be noted.
- (ii) The proposed budget adjustments to the seven year Composite Capital Budget 2016/17 to 2022/23, set out in Sections 2 and 3 and summarised at Appendices I and II to Report 16/401, be approved.
- (iii) The proposed budget and monitoring adjustments to the Housing Investment Programme Budget 2016/17 to 2020/21, set out in Section 4 and summarised at Appendix III to Report 16/401, be approved.
- (iv) The proposal that the Property Maintenance budget within the Renewal & Repair Fund was no longer restricted to the School Estate be approved.

643. GRANTING OF NON-DOMESTIC RATES RELIEF

There was submitted a report by the Depute Chief Executive, Housing and Community Care (Corporate and Community Development Services) and Chief Operating Officer (16/402) advising the Committee of the amount of discretionary Non-Domestic Rates relief granted in respect of new applications made during financial year 2015/16.

Resolved:

The contents of Report 16/402 be noted.

644. ANNUAL EFFICIENCY STATEMENT 2015/16

There was submitted a report by the Head of Finance (16/403) presenting Perth & Kinross Council's Annual Efficiency Statement for 2015/16. The statement was submitted to the Convention of Scottish Local Authorities (COSLA) on 18 August 2016 which complied with the submission deadline of 19 August 2016 for consolidation to the national return for the Scottish Government. The report (1) summarises the efficiency gains made by the Council during 2015/16; and (2) describes how, in the context of a challenging financial climate, the Council will make further efficiency gains in future financial years.

Resolved:

- (i) The contents of Report 16/403 be noted.
- (ii) That a report on shared services would be submitted to Council by the end of 2016, be noted.

645. SAVINGS ARISING FROM EARLY RETIREMENT DECISIONS TAKEN IN 2015/16

There was submitted a report by the Head of Finance (16/404) providing information on the costs and savings arising from early retiral decisions taken in financial year 2015/16.

Resolved:

The contents of Report 16/404 be noted.

646. TRANSFORMATION PROGRAMME 2015-2020 PROGRESS UPDATE AND EXPANSION OF FAMILY BASED CARE REQUEST FOR ADDITIONAL FUNDING

There was a submitted report by the Depute Chief Executive, Environment (Sustainability, Strategic and Entrepreneurial Development) (16/405) providing an update on the Transformation Programme and identifies a proposal to draw down additional funding of up to £47,000 from the Earmarked Reserve for Transformation bringing the total funding request to £209,000, to ensure that the capacity and support needed to secure the effective delivery of the Expansion of Family Based Care Review was provided.

Resolved:

- (i) The progress with the Transformation Programme, as detailed in Appendix 1 to Report 16/405, be noted.
- (ii) The release of an additional £47,000 from the Earmarked Reserve for Transformation for the Family Based Care Review be agreed and removal of the savings target of £164,000 attributed to this review.

647. UPDATE ON PROCUREMENT STRATEGY AND ACTION PLAN

There was submitted a report by the Depute Chief Executive, Environment (Sustainability, Strategic and Entrepreneurial Development) (16/406) providing an update on the implementation of the Council Procurement Strategy.

Resolved:

- (i) The update to Perth and Kinross Council Procurement Strategy and Action Plan, as detailed in Appendix 1 to Report 16/406, be noted.
- (ii) The Tayside Procurement Consortium Strategy Update, as detailed in Appendix 2 to Report 16/406, be noted.

648. ANNUAL PROGRESS REPORT ON THE PERTH AND KINROSS DEVELOPING OUR YOUNG WORKFORCE ACTION PLAN

There was submitted a joint report by the Senior Depute Chief Executive, Education and Children's Services (Equality, Community Planning and Public Service Reform) and the Depute Chief Executive, Environment (Sustainability, Strategic and Entrepreneurial Development) (16/407) providing an update on progress on the Developing our Young Workforce Perth and Kinross Action Plan.

Resolved:

- (i) The good progress made in implementing the Perth and Kinross Developing our Young Workforce Action Plan in partnership with a number of the Council's Community Planning partners be welcomed and noted.
- (ii) The areas identified for improvement be agreed and prioritised for action in 2016/17.

649. SMART PERTH AND KINROSS - OPEN DATA STRATEGY

There was submitted a report by the Director (Environment) (16/408) presenting an Open Data Strategy for the Council. The Strategy sets out the principles and process by which open data will be promoted by the Council and its partners in advance of the establishment of an Open Data Platform produced in co-operation with the other Scottish cities as part of Scotland's 8th City European Regional Development Fund Strategic Intervention.

Resolved:

The Open Data Strategy, along with the process and timetable outlined for implementation of the Strategy in the action plan, be approved.

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.

650. DISPOSAL OF 165 CRIEFF ROAD PERTH

There was submitted a report by the Director (Environment) (16/409) seeking approval to dispose of the residential property at 165 Crieff Road Perth.

Resolved:

The disposal of 165 Crieff Road, Perth, for the value of the subjects as assessed by the District Valuer, under deduction of compensation payable in respect of the relevant Compulsory Purchase Order, be approved.

651. INTRODUCTION OF THE LIVING WAGE IN THE SOCIAL CARE SECTOR

There was submitted a report by the Depute Chief Executive, Housing and Community Care (Corporate and Community Development Services) and Chief Operating Officer (16/410) (1) assessing the implications of introducing the living wage of £8.25 per hour for commissioned social care and housing support services from 1 October 2016 which was one of the conditions set by the Scottish Government in its local government budget settlement for 2016/17; (2) recommending the Council, as provider of services to the Perth and Kinross Health and Social Care Partnership, notes that the additional expenditure pressure for financial year 2016/17 will be contained within the current Integrated Joint Board budget.

PERTH AND KINROSS COUNCIL
STRATEGIC POLICY AND RESOURCES COMMITTEE
21 SEPTEMBER 2016

Resolved:

- (i) The additional budget pressure for 2016/17 of £39,000 which was associated with increased hourly rates for care at home providers and contract uplifts for specialist care and support providers to enable them to pay staff the current Foundation Living Wage of £8.25 per hour, which would be contained within the service's current year budget, be noted.
 - (ii) Hourly rates for care staff undertaking sleepovers at £7.20 per hour be approved, pending further negotiations between local authorities and the Scottish Government.
 - (iii) It be noted that the full year additional expenditure pressure of £227,000, together with any increased costs due to the continuing rise in service demand, would be considered by the Health and Social Care Partnership as part of their 2017/18 budget setting.
 - (iv) Authority be given to Council Officers to negotiate with the providers based on the proposals contained in Report 16/410 and thereafter, report the outcome to the Integrated Joint Board.
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**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 26 May 2016 at 10.00am.

Present: Representing Perth and Kinross Council:

Councillors A Grant and M Roberts.

Present: Representing Trade Unions:

G Mackie and T Maric (UNISON); C Coupar and A Thomas (Unite the Union); and G Ramsay and T Todd (UCATT).

In Attendance: K Donaldson (Corporate Human Resources Manager), S Benson K Mackie, K Ridley, J Somerville, and P Steel (all Corporate and Democratic Services); J Handling and C Judge (The Environment Service); K Robertson (both Education and Children's Services); and D Maguire (Unite the Union).

Apologies: Councillors I Miller and A Munro; L McLaren (Unite the Union); D Duffy (GMB); and L Selby (UNISON).

G Mackie, Convener, in the Chair

Prior to the start of the meeting, the Convener reported that this would be the last meeting attended by Colin Coupar prior to his forthcoming retiral from his post with Unite the Union. G Maguire, who would replace Colin on the JCC, and T Maric, UNISON, were both welcomed to their first meeting of the Consultative Committee.

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 3 March 2016 was submitted and approved.

3. MATTERS ARISING

(i) Health and Social Care Partnership – Cross Employer Matters (Item 4(i) refers)

K Donaldson reported that Rob Packham, Chief Officer, Joint Board for Health and Social Care had again been unable to attend meeting. However, despite a clash with NHS Board meetings, which also take place on Thursdays, Mr Packham had agreed to attend the September or November 2016 Consultative Committee meeting.

(ii) Living Wage Accreditation (Item 3(ii) refers)

K Donaldson confirmed that Perth and Kinross Council became a Living Wage Accredited Employer on 1 April 2016.

4. BUILDING AMBITION: A WORKFORCE FOR THE 21ST CENTURY

There was submitted and noted a copy of a Council Report (16/216) by the Depute Chief Executive, HCC (Corporate and Community Development Services) and Chief Operating Officer (G/16/104) setting out plans to build on the Council's positive people practices, as well as detailing key achievements since the last annual workforce report in December 2014.

C Coupar noted the difficulties in changing the culture within an organisation but welcomed the innovative approach being adopted. The Corporate Human Resources Manager noted the partnership approach for people within the organisation and for the communities being served.

5. REVISED EMPLOYEE REVIEW AND DEVELOPMENT FRAMEWORK

C Judge, Change & Innovation Officer, Organisational Development, made a slide based presentation to the Consultative Committee. A copy of the presentation slides are now attached to this minute. It was noted that attached slides should be viewed as draft at present.

C Judge noted that the previous Employee Review and Development (ERD) process, had primarily focussed on 'ticking boxes' and might have been viewed as an anxious self-evaluation process compared to the intention to base the revised ERD on being non-prescriptive, based around a 'conversation' and on looking forward.

During a question and answer session which followed the presentation, C Coupar suggested that there were always a number of employees unwilling to engage in such evaluation and that there needed to be enthusiasm and positive attitudes amongst management to achieve success. C Judge noted that the pilot had deliberately focussed on potential sceptics and P Steel reported that feedback had now suggested that individuals not previously engaging had relished the opportunity to sit down and participate with their manager.

In response to a question from the Convener, the Corporate Human Resources Manager agreed that further updates be provided to future meetings of the JCC following full implementation of the revised Employee Review and Development Framework, with the next update probably taking place at the November 2016 meeting.

6. DESIGNATION OF PUBLIC HOLIDAYS - 2017

There was submitted and noted a report by the Corporate Human Resources Manager (G/16/105) (1) updating the Consultative Committee on the proposed designation of public holidays for 2017 and (2) seeking trade union views on the re-designation of one public holiday for certain employees who normally work at the weekend.

Trade Union representatives were invited to provide any further feedback on the proposal contained in Report G/16/105 by not later than 16 June 2016.

7. SALARY SACRIFICE – SHARED COST AVC SCHEME

There was submitted a report updating the Employees JCC on the introduction of a Shared Cost Additional Voluntary Contribution (AVC) Scheme within Perth and Kinross Council for Local Government Pension Scheme (LGPS) members. In response to a question from Councillor Roberts, the Corporate Human Resources Manager reported that she was not aware of any age restrictions applicable to participation in the scheme. She added that this would be checked and further information provided directly to Councillor Roberts if this was not the case.

8. EMPLOYEES HEALTH AND WELLBEING – CASE STUDIES

As had been requested at a previous meeting of the Consultative Committee, the following cases studies (G/16/107) were submitted and noted:-

Winter Flu Vaccination Programme
Health Promotion
Physiotherapy Service.

9. FAIR WORK FRAMEWORK

There was submitted and noted a copy of a Council Report by the Depute Chief Executive, HCC (Corporate and Community Development Services) and Chief Operating Officer (G/16/104) updating the Council on the Fair Work Framework 2016 which was produced by the Fair Work Convention.

The Corporate Human Resources Manager confirmed that further updates would be provided to future meetings of the Consultative Committee.

10. TRANSFORMATION PROGRAMME

The Corporate Human Resources Manager provided a brief update on the current completed series of reviews and meetings relevant to the Council's Transformation Programme. She noted that there would be a more detailed conversation with Trade Unions in the future and confirmed that P Steel had issued invitations to previous meetings, however, not all members had been able to attend.

11. VALEDICTORY

On behalf of the Council and the Employees JCC, Karen Donaldson paid tribute to the long and dedicated service of Colin Coupar. She recounted Mr Coupar's very significant and dedicated contribution to the Council as the Unite the Union Trade Union representative and specifically thanked him for his role within the JCC as Joint Secretary. Members joined Karen in wishing Colin well in his forthcoming retirement.

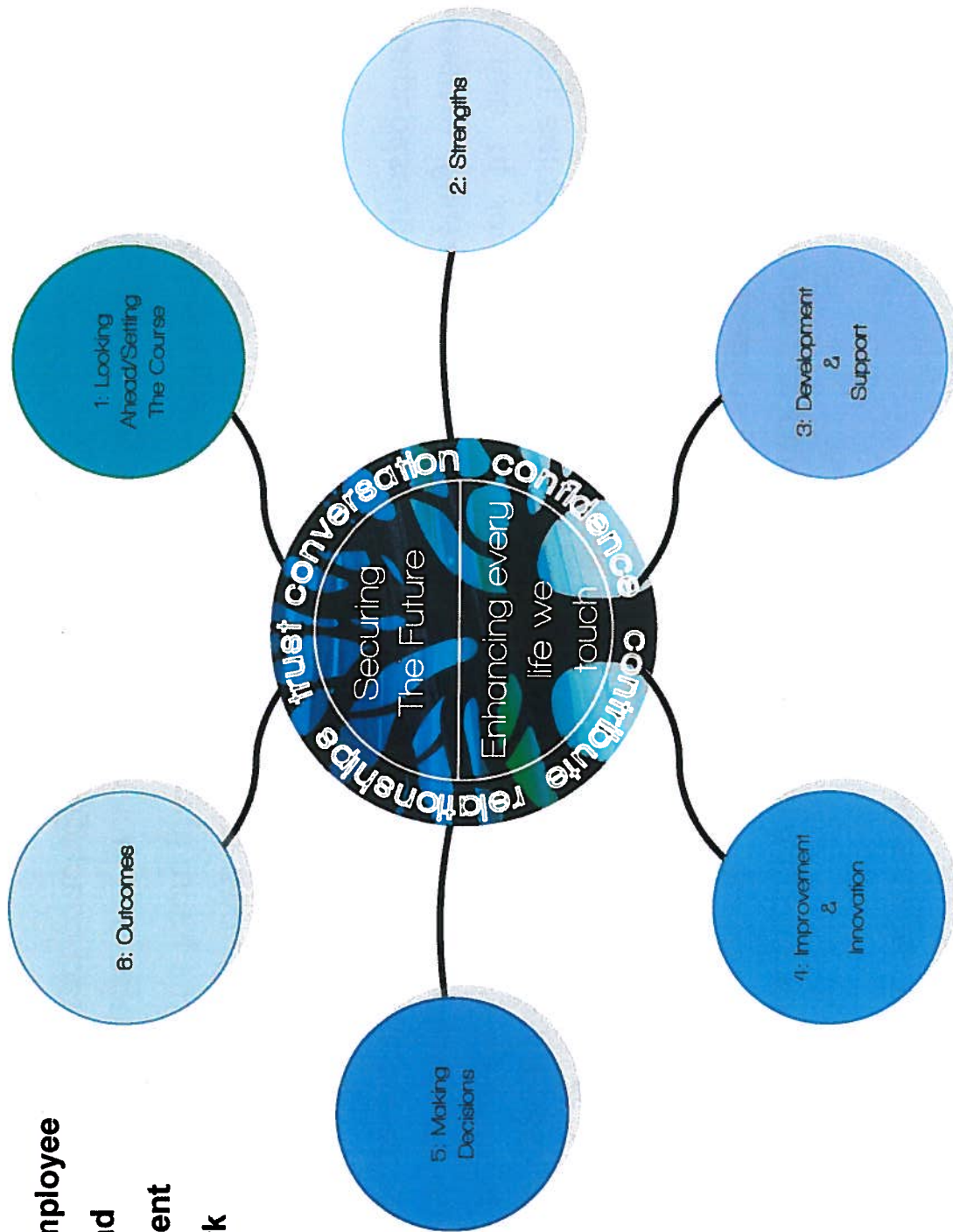
12. ANY OTHER COMPETENT BUSINESS

There were no other items discussed.

13. DATE OF NEXT MEETING

The next meeting would take place on Thursday 22 September 2016 at 10.00am.

DRAFT Employee Review and Development Framework



Employee Review and Development is an opportunity for employee and manager, to take time to think together, to discuss what's important, agree priorities and explore options for achieving this. This should be undertaken annually.

This ERD framework sets out the themes to be considered and discussed. The aim of each theme is provided to support the discussion together with suggested questions and dialogue. A coaching style conversation using open questions is recommended, to provoke thought and identification of employee's own goals and solutions, building empowerment and self-confidence. There is no definitive order to the discussion of the themes however the flow of conversation naturally follows the themed numbering. It is suggested that the Team Plan and Business Management and Improvement Plan are considered prior to and during the conversation so appropriate connections can be made. After the meeting, reviewees should record their development needs and agreed next steps in email correspondence to their manager.

This framework supports the Learn Innovate Grow ethos where employees are expected to take responsibility for their own learning, actively seek opportunities to learn new things and ultimately contribute to the future growth of the organisation and transformation.

Useful links and contacts are provided. If you would like to find out more about using a coaching approach contact coach@pkc.gov.uk.

How it works

- 🌳 **BMIP / Team Plan**
- 🌳 **6 Themes**
- 🌳 **A coaching approach**
- 🌳 **LIG philosophy – individual's responsibility and contribution**
- 🌳 **Useful links and contacts**
- 🌳 **Record outcomes in email correspondence**



Aim

- Review / consider Team Plan / individual work plan
- Consolidate understanding of own and team role in supporting the Service / Organisation in what we are trying to achieve
- Recognition of what's important
- Agree on the 'what' – discuss the 'how'
- Solution mindset
- Customer focused

Suggested questions / dialogue

- What's coming up for us?
- What's core business and what's new?
- What are our priorities?
- So, thinking about your role within the team how best can you utilise your time to support these priorities?
- What do you need to do?
- What might you need to do differently?
- How will you do this?
- In what way have you achieved something similar before?
- What support do you need?
- Where might you get this support?
- What steps need to be put in place?
- What needs to happen?

2: Strengths



Aim

- Valuing contribution
- Positivity
- Encouragement
- Reflect on successes of own role
- Reflect on contribution to team / organisation successes
- Let the reflections permeate, reinforcing own value and strengths
- Identify skills, knowledge, expertise which can be shared with others

Suggested questions / dialogue

- Here's what I've noticed / value about you...
- What's gone well for you this year?
- How do you know it was successful?
- And what other successes?
- What's gone well for the team this year?
- Tell me about your part in that?
- Thinking about your part in these successes, what can you share (skills / knowledge) with the team / others so they can learn from you?

(To share your skills / knowledge / expertise access 'I'd like to share' or view the Always Learning page on eric).



Aim

- An understanding of what needs to be learned
- Encouraging responsibility for own learning
- Opportunity for growth
- Understanding of ambitions / aspirations of self / team
- Raise awareness around where learning might be found e.g. from manager, colleagues, Always Learning page on eric...
- Encouraging the sharing of knowledge / skills with others

Suggested questions / dialogue

- What do you need to learn to support your work and customer group?
- What can you do to develop this area?
- What new skills do you need to learn to help achieve your individual work plan this year?
- What do you need to learn?
- Who could you learn this from?
- What else can you do?
- Looking ahead, tell me about your ambitions / hopes / interests?
- What are you going to do as a result of this conversation?

Contact innovate@pkc.gov.uk with suggestions of learning requirements. Find out more about coaching at the Always Learning *eric* page or contact coach@pkc.gov.uk



Aim

- Improving every day practice
- Encourage innovative practice
- Encouraging new ways of thinking and working
- Discussing ideas and possibilities
- Encourage ambition
- Consider better use of resources e.g. financial, time, people
- Consideration of improvement methodologies

Suggested questions / dialogue Improvement

- In what way might we make X even better?
- What could we do better? And what else? And?
- In what way will this improve outcomes for our customers
- What needs to be done?
- What needs to happen for you to make this improvement?
- How might you do this
- What steps do you need to take?

Innovation

- If you could change one thing what would it be?
- How might you do this?
- How can we better support our customers?
- What do our customers want from us?
- How can we work with our customers differently?
- In what way might we solve X?
- What would help you feel empowered to make recommendations around improvement / innovation?

Suggestions regarding improvement / innovation can be forwarded to innovate@pkc.gov.uk

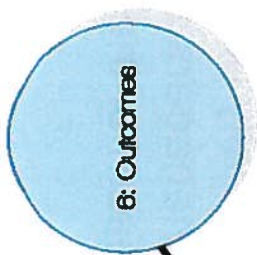


Aim

- Building confidence
- Awareness of when to challenge / conform
- Understanding context / risk consequences
- Consideration of improvement methodologies / project management methodology / risk management

Suggested questions / dialogue

- What's your understanding of an authorising environment?
- What areas are you confident to make decisions around?
- I agree with X, I suggest XX
- What do you need to consider before making these decisions?
- What mechanisms / tools could you use to support decision making?
- What would support your decision making?
- What areas would you seek advice / guidance on?



Aim

- Both parties agree next steps
- Commitment to action and progress / accountability
- Thinking SMART
- Confirm agreement in email correspondence between both parties
- Reinforcing what's important

Suggested questions / dialogue

- Thinking about our discussion you could do X and X and...
- What are your next steps?
- What will you do from today?
- When will you do this by?
- What support do you need?
- Who will you involve?
- What barriers do you need to overcome?
- On a scale of 1-10 how committed are you to doing this?

Feedback from the pilot sessions

- One of the biggest wins was the protected “permission” to just have a conversation: we ranged far and wide without constraints of the old continuum and both found that far more productive and empathetic.
- Supported a much more positive approach to ERDs, was easy to use with a good range of supportive questions that prompted forward looking and positive discussions.
- we liked the emphasis on the employee progressing their own aspirations/actions - but in a supportive environment facilitated by the manager.
- Fully support the Learn Innovate Grow ethos, and the employee taking responsibility for their own learning.
- All in all really positive, the sooner this is rolled out the better! I trialled this with 4 managers and since then more have asked to use it given the enthusiasm of their colleagues.

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 the Hay Room, Dewar's Centre, Glover Street, Perth on Monday 13 June 2016 at 10.00am.

Present: **Representing Perth and Kinross Council**
Councillor H Stewart
Councillor A Younger
G Boland, Senior Business and Resource Manager (on behalf of
Director (Education and Children's Services))
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)
A Taylor, Head of Corporate IT and Revenues (on behalf of
Director (Housing and Community Care))

**Trade Union Safety Representatives and Elected
Representatives of Employee Safety Committees**
M Blacklaws, SSTA
L McLaren, UNITE (T&G)
S Peddie, EIS
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 B Ellis.

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

- (i) The minute of the meeting of the Corporate Health, Safety and Wellbeing Consultative Committee of 14 March 2016 was submitted and approved as a correct record.
- (ii) The minute of the meeting of the Corporate Health, Safety and Wellbeing Member/Officer Working Group of 17 May 2016 be noted.

3. MATTERS ARISING

There were no matters arising.

4. HEALTH AND SAFETY KEY PERFORMANCE INDICATORS – QUARTERLY REPORT

There was submitted a report by the Head of Performance and Resources, the Environment Service (G/16/123) providing the Committee with the Health and Safety Key Performance Indicators for quarter 4 of 2015/16, 1 January to 31 March 2016.

J Handling advised that there were 2 RIDDOR incidents reported which was a 75% reduction from the same quarter last year.

The total number of employee incidents was 258 which was an increase from the previous year but this was due to the inclusion of violent and aggressive incidents within schools. The number of violent and aggressive incidents covering employees and non-employees was 228 within the quarter. Overall the number of non-employee incidents remained consistent at 19.

Councillor H Stewart stated it was excellent to see there was a 75% reduction in reportable incidents and although there had been an increase in the number of violent and aggressive incidents it was noted that this was due to the inclusion of incidents in schools and it was hoped that all violence and aggression could be reduced with the implementation of the Violence and Aggression Management Arrangement and guidance.

L McLaren agreed that the 75% reduction was excellent.

S Peddie queried why the format of graph 2 showing the type of incident involving employees differed from the other graphs within the report and J Handling advised the different format was to enable the smaller figures to be shown as well as the larger violence and aggression figure.

Resolved:

- (i) There were two reportable incidents in the quarter.
- (ii) The highest number of employee incidents was violence and aggression.
- (iii) The total number of incidents involving non-employees was 19.
- (iv) The violence and aggression figures only be shown in a different graph format in future reports.

5. FIRE SAFETY KEY PERFORMANCE INDICATORS – QUARTERLY REPORT

There was submitted a report by the Head of Performance and Resources, the Environment Service (G/16/124) on the monitoring of fire safety performance across Perth and Kinross Council in quarter 4 of 2015/16.

S Crawford advised that preliminary work to Perth Academy, Perth High School and Robert Douglas Memorial Primary School would be undertaken during the summer holiday period 2016. S Crawford added that although 20 actions had been completed and 49 were in progress, there were 116 outstanding with 76 historic actions and 40 new actions. Property Services were endeavouring to complete all outstanding actions.

L McLaren asked if new actions could take priority over historical actions and S Crawford confirmed that could be the case as some historical actions would take years to complete due to funding.

J Handling referred to the one audit undertaken during the quarter by the Scottish Fire and Rescue Service at Blairgowrie Community Campus and noted that no recommendations were given.

J Handling then referred to the 4 incidents of fire and near misses. In relation to the incident at Perth Museum and Art Gallery, L McLaren asked if it was normal practice for an alarm to be covered to avoid triggering during works. S Crawford confirmed it was normal practice to cover an alarm to prevent dust obscuring the detector but extra vigilance was then needed and alternative arrangements to alert any staff remaining in the building. Where possible only the area being worked in would be isolated from the alarm.

Resolved

- (i) Nine Council premises had their Fire Risk assessment reviewed during quarter 4 of 2015/16.
- (ii) Forty-four 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 three reported incidents of fire at Council owned or operated premises during the quarter.

6. MANAGEMENT ARRANGEMENT DOCUMENTS AND GUIDANCE

It was noted that following discussion at the Member/Officer Working Group, the undernoted documents were now available on the Council's intranet (ERIC) :-

1. Construction (Design and Management) (CDM) Management Arrangement and Guidance
2. Violence and Aggression Management Arrangement, Guidance document and Violent Warning Marker Guidance.

These documents were in addition to the twenty-seven management arrangement documents approved by this committee on 15 December 2014 and 15 June 2015.

Resolved:

- (i) The Management Arrangement documents and supporting guidance for Construction (Design and Management) be approved for immediate implementation.
- (ii) Approval of the Violence and Aggression Management Arrangement, Guidance Document and Violent Marker Guidance be deferred to the next meeting of the Consultative Committee for further discussion with the Violence and Aggression Group. If the terms of the documents were fundamentally altered from those considered by the Member/Officer Working Group, a further meeting of the Working Group be arranged prior to the next Consultative Committee on 12 September 2016.

7. ANY OTHER COMPETENT BUSINESS

There were no other items of competent business.

8. DATE OF NEXT MEETING

It was noted that the next meeting would be held on Monday 12 September 2016 at 10.00am at the Dewar's Centre, Glover Street, Perth.

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## PROPERTY SUB-COMMITTEE

Minute of meeting of the Property Sub-Committee of the Strategic Policy and Resources Committee held in the Gannochy Suite, First Floor, Dewar's Centre, Glover Street, Perth on Wednesday 17 August 2016 at 10.00am.

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

In Attendance: J Learmonth, D Littlejohn and S Merone (all The Environment Service); G Taylor, L Whiteford and C Irons (all Corporate and Democratic Services).

Apologies: Councillor A Grant

In the absence of the Convener, it was unanimously agreed that Councillor Ian Miller convene the meeting.

Councillor I Miller, Presiding.

### 1. WELCOME AND APOLOGIES/SUBSTITUTES

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

The Committee also wished Councillor Alan Grant a speedy recovery following a recent car accident.

### 2. DECLARATIONS OF INTEREST

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

### 3. MINUTES

The minutes of the Property Sub-Committee of 2 March 2016 and Special Property Sub-Committee of 22 March 2016 were 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. SCHEDULE OF PROPERTY MATTERS APPROVED UNDER DELEGATED POWERS**

There was submitted a report by the Director (Environment) (16/344) on property transactions undertaken by the Estates and Commercial Investment Team and approved under delegated powers in the period September 2015 to June 2016.

**Resolved:**

- (i) The contents of Report 16/344, be noted.
- (ii) The Director (Environment) submit a report to a future meeting of the Sub-Committee on rent collection costs and the requirement on the Council to achieve best value.

**P2. DISPOSAL OF SITE 3 AT KINROSS WEST, KINROSS**

There was submitted a report by the Director (Environment) (16/345) seeking approval to (1) dispose of site 3 at Kinross West, Kinross for the development of a new commercial plant hire facility as part of the Commercial Property Investment Programme (CPIP) and (2) dispose of site 1 to Webster Spaces Limited rather than Webster Developments Scotland Limited as previously approved.

**Resolved:**

- (i) Site 3, Kinross West, be disposed of for development of a new commercial plant hire business to Mr Gordon Smith of Kipper Plant Hire Limited or their nominees for the gross sum of £191,250 on the terms as set out in Report 16/345 and otherwise on terms to be agreed by the Heads of Planning and Development and Legal and Governance Services.
- (ii) Site 1, Kinross West be disposed of to Webster Spaces Limited rather than Webster Developments (Scotland) Limited, but otherwise on terms approved by the Property Sub-Committee on 8 July 2015 (Report no. 15/299).

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PERTH AND KINROSS COUNCIL

Strategic Policy and Resources Committee

30 November 2016

Revenue Budget 2016/17 – Monitoring Report Number 2

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 September 2016 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 £2,953,000 (see Appendix 1).

1. BACKGROUND / MAIN ISSUES

- 1.1 This is the second 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 September 2016 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 and 21 September 2016 (Report Nos. 16/179 and 16/400 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 £2,845,000 which represents 0.91% of total net Service expenditure. (In the corresponding report for financial year 2015/16 the projected under spend was £3,815,000 or 1.22%).

- 2.1.2 The utilisation of these Service under spends will be considered throughout the financial year and as part of the Revenue Budget strategy for future years.
- 2.1.3 **Education & Children's Services:** The projected outturn (excluding Devolved School Management (DSM)) is currently anticipated to be £861,000 less than budget – a favourable movement of £613,000 from the position last reported to Committee.
- 2.1.4 The latest revenue monitoring position includes movements to projected under spends as follows:
- Staff costs (£393,000) due to additional slippage.
 - Supplies and Services (£168,000) following the identification of procurement efficiencies.
 - Home to School Transport (£258,000) due to a contractual price increase of 1.49% compared to the budgeted increase of 5%.
 - Foster Care / Kinship Care (£290,000) due to variations in demand and the types of placements being made.
- 2.1.5 These movements to projected under spends are partially offset by the following adjustments to projected over spends as follows:
- Young people with severe anti-social behaviour problems (£386,000) due to an increased demand for this service and adjustments to the types of placements.
 - Additional Support Needs (£51,000) due to the demand for this service.
 - Third Party Payments (£22,000) due primarily to additional projected expenditure on direct payments.
 - Income (£19,000) following a refresh of assumptions on future levels.
 - Transport Costs (£18,000) based on the latest levels of expenditure.
- 2.1.6 There is also a projected under spend of £299,000 on Devolved School Management budgets (DSM) due to a projected under spend on staff costs in excess of budgeted slippage targets 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 £299,000 represents 0.37% of the overall DSM budget.
- 2.1.8 **Housing & Community Care:** The projected outturn is currently anticipated to be £1,458,000 less than budget – a favourable movement of £1,055,000 from the position last reported to Committee.

2.1.9 This latest revenue monitoring position reflects movements to projected under spends in:

- Finance and support (£189,000) due, primarily, to the receipt of additional non-recurring income and other under spends across the Division.
- Older People (£534,000) due, in the main to a significant reduction in the number of external placements due to increased turnover of clients and further projected under spends in Care at Home due to continued private sector capacity issues.
- Learning Disabilities (£161,000) due primarily to additional slippage and the further acceleration of approved savings.
- Other Community Care Services (£237,000) due in the main to the delivery of accelerated savings.

2.1.10 These projected under spends are partially offset by movements to projected over spends in:

- Housing due, primarily, to an increase in the projected over spends on temporary accommodation (£66,000) as the Homefirst service delivery model is rolled out.

2.1.11 **The Environment Service:** The projected outturn is currently anticipated to be £220,000 less than budget – a favourable movement of £220,000 from the position last reported to Committee

2.1.12 This latest revenue monitoring position includes:

- Additional income from commercial lets (£140,000).
- Additional income from statutory site notices (£80,000)

2.1.13 There are also two other areas of potential expenditure which at this stage are not recognised in this revenue monitoring report. Firstly discussions are still ongoing with the owners of St Paul's Church that may result in the Council initially incurring expenditure. Secondly the outcome of the appeal for the Almond Valley planning application will result in costs that the Council will be required to meet.

2.1.14 **Corporate and Democratic Services:** The projected outturn is currently anticipated to be £306,000 less than budget – a favourable movement of £130,000 from the position last reported to Committee.

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

- Further staff slippage in excess of budgeted levels across the Service (£87,000).
- Projected savings on IT contracts including hardware maintenance, software licenses and network costs (£69,000).

2.1.16 These projected under spends are partially offset by movements to projected over spends in:

- Miscellaneous other budgets across the Service (£26,000).

2.1.17 The Council is still awaiting information on Registration Service charges from the office of the Registrar General. Once the information is received a charging report will be presented to a future meeting of this Committee providing details of all charges in place within Corporate and Democratic Services. The Licensing Charges have previously been approved by the Licensing Committee on 31 March 2016 (Report No. 16/160 refers).

2.2 Movements in Funding

2.2.1 Since Revenue Monitoring Report No. 1 was approved by this Committee (Report No. 16/400 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 (£470,036)

- Teacher Induction Scheme: £338,615 (Education & Children's Services – ECS)
- 1+2 Languages Policy: £131,421 (ECS)

2.2.3 The Scottish Government has advised that the increase in Revenue Support Grant identified at 2.2.2 of £470,036 will be made through a redetermination of the Council's Revenue Support Grant. It is therefore necessary to adjust the net budgets for Education & Children's Services and Revenue Support Grant.

2.2.4 **ACTION:** The Committee is asked to approve the adjustment of £470,036 to Education & Children's Services to reflect the additional resources being made available through Revenue Support Grant. These adjustments are reflected in Appendix 1 (column 3) to this report.

Other Funding (£364,633)

2.2.5 Other funding amounting to £364,633 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 is set out in Appendix 3.

2.2.6 **ACTION:** The Committee is asked to note the receipt of £364,633 of additional resources, with this funding being reflected within Education & Children's Services, Housing & Community Care 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.

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 a small reduction in the projected outturn for capital financing costs (loan charges) of £1,000 and an increase in the level of projected income from Interest on Revenue Balances of £58,000. The variances reflect the latest treasury activity undertaken by the Council.
- 2.3.3 **ACTION:** The Committee is requested to approve the virement of £1,000 from the Capital Financing Costs (Loan Charges) Budget; £58,000 to Interest on Revenue Balances with a net increase of £59,000 in the projected Contribution to the Capital Fund. These adjustments have been reflected in Appendix 1 (column 4) to this report.

Private Sector Housing Grant

- 2.3.4 The Director of Housing and Social Work is currently projecting an under spend of £500,000 on Private Sector Housing Grants in the current financial year. This projected position reflects existing levels of demand and includes changes to criteria approved by the Housing and Health Committee on 24 August 2016 (Report No. 16/355 refers) which should expand access to this funding. 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 Care Revenue Budget of £500,000 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.

Service Virements

2.3.6 In order to ensure that the 2016/17 Management Revenue Budget continues to reflect current Service needs the following virements between budgets are required:

- Executive Support – Housing and Community Care (£33,000) and the Environment Service (£33,000) to Corporate and Democratic Services.
- Renewal and Repair Fund to Corporate and Democratic Services (£12,000) to purchase an additional module for the Council's ledger system that will automate elements of the authorisation process.

2.3.7 **ACTION:** The Committee is requested to approve the adjustments to Service and Corporate Budgets listed in 2.3.6 above. These adjustments have been reflected in Appendix 1 (column 4) to this report.

2.4 Movements in Reserves

Provision of Affordable Housing - Council Tax 2nd Home and Long Term Empty Property Discount – Transfer from Reserves

2.4.1 The Empty Homes Pilot Project has returned 312 empty properties back to use across the Council area. Building on this success it is proposed to use £24,000 on a recurring basis from the Earmarked Reserve for the Provision of Affordable Housing - Council Tax 2nd Home and Long Term Empty Property Discount to provide permanent administrative support to this project.

2.4.2 **ACTION:** The Committee is asked to approve the transfer of £24,000 from the Earmarked Reserve for the Provision of Affordable Housing - Council Tax 2nd Home and Long Term Empty Property Discount to the Environment Service to support the successful Empty Homes Project. This adjustment is reflected in Appendix 1 (column 5) to this report.

Contaminated Land Earmarked Reserve

2.4.3 The Council is undertaking works at the former landfill site at Welton Road, Blairgowrie where there has been an escape of waste to the River Ercht. It is proposed to utilise £20,000 from the Contaminated Land Earmarked Reserve to undertake ground investigation works to ascertain what method of civil engineering is required to cap and contain the waste and to find out if there is any further risks to the environment through the composition of the waste.

2.4.4 **ACTION:** The Committee is asked to approve the transfer of £20,000 from Reserves to the Environment Service for ground investigation works at Welton Road, Blairgowrie. This adjustment is reflected in Appendix 1 (column 5) to this report.

Investment in Improvement / Corporate Transformation Programme

- 2.4.5 Approval is sought to amend budgets for a number of Investment in Improvement and Corporate Transformation Programme projects due to changes in the phasing of expenditure as set out in Appendix 4.
- 2.4.6 **ACTION:** The Committee is asked to approve the adjustments listed in Appendix 4 in relation to Investment in Improvement and Corporate Transformation Programme projects. This adjustment is reflected in Appendix 1 (column 5) to the report.

Environmental Improvements

- 2.4.7 The Reserves Strategy approved by the Council on 11 February 2016 (Report No. 16/52 refers) included an earmarked Reserve for future environmental initiatives. Approval is now sought to transfer £175,000 of this funding to progress these projects in the current financial year.
- 2.4.8 **ACTION:** The Committee is asked to approve the transfer of £175,000 from the earmarked Reserve for environmental initiatives to the Environment Service. This adjustment is reflected in Appendix 1 (column 5) to this 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 £20,000 primarily due to reduced staff costs. Perth and Kinross Council's share of this projected under spend is approximately £8,000. 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.

Provision of Non Domestic Rates Relief under the Community Empowerment Act 2015

- 3.3 On 15 June 2016 the Strategic Policy and Resources Committee approved the use of the Community Empowerment Act 2015 to expand the provisions of the Small Business Bonus and Fresh Start Schemes (Report No. 16/266 refers). The report set out potential immediate actions available to the Council in respect of potential rates relief following requests for assistance by the business community up to a maximum cost to the Council of £650,000.

- 3.4 As at 1 November the Council has processed 81 applications to access these schemes. The cost to the Council to date is approximately £119,000. Further updates will be provided to the Committee in due course.

4. HOUSING REVENUE ACCOUNT (HRA)

- 4.1 The Director (Housing and Social Work) 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 reflects movements to projected over spends in:
- Council House rent (£63,000) due to a projected reduction in income based on the latest information.
 - Letham and North area (£30,000), primarily due to increased property costs.
 - Other projected over spends (£28,000) based on the latest revenue monitoring across the Housing Revenue Account.
- 4.3 This latest revenue monitoring position also reflects movements to projected under spends in:
- Housing Management (£8,000) due to revised projections for the HRA Innovation Fund for 2016/17.
- 4.4 The net projected movements described above result in a further reduction in the projected contribution to Capital Financed from Current Revenue (CFCR) (£113,000) available for the HRA Capital Programme.
- 4.5 Full details of the movement against the HRA Revenue Budget are set out in Appendix 5.

5. CONCLUSION AND RECOMMENDATIONS

- 5.1 The total net projected under spend on the General Fund net expenditure, as set out in Appendix 1 to this report, is £2,953,000.
- 5.2 Additionally the projected planned under spend on Devolved School Management Budgets currently stands at £299,000.
- 5.3 The Director (Housing and Social Work) 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.

5.4 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 Service virements summarised in Appendices 2 and 5.

Author(s)

Name	Designation	Contact Details
Scott Walker	Chief Accountant	chxfinance@pkc.gov.uk

Approved

Name	Designation	Date
John Symon	Head of Finance	17 November 2016

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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

Appendix 4 – Adjustments to Projects funded from the Corporate Transformation and Investment in Improvement Funds

Appendix 5 – Housing Revenue Account 2016/17 Projected Outturn

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>									
SERVICE									
Education & Children's Services	171,854	(3,778)	470		(44)	168,502	167,641	(861)	(0.51%)
Housing and Community Care	65,466	999		(533)	212	66,144	64,686	(1,458)	(2.20%)
The Environment Service	57,969	3,656		(33)	234	61,826	61,606	(220)	(0.36%)
Corporate and Democratic Services	14,399	278		78		14,755	14,449	(306)	(2.07%)
Sub - Total: Service Budgets	309,688	1,155	470	(488)	402	311,227	308,382	(2,845)	(0.91%)
Corporate Budgets									
Contribution to Valuation Joint Board	1,166	(1,513)		(1)		1,166	1,158	(8)	(0.69%)
Capital Financing Costs	16,352	146		(58)		14,838	14,838	0	0.00%
Interest on Revenue Balances	(200)	461		59		(112)	(112)	0	0.00%
Net Contribution to/(from) Capital Fund	(586)	(810)		(12)		(66)	(66)	0	0.00%
Contribution to/(from) Renewal and Repair Fund	0					(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%
Net Expenditure (General Fund)	325,983	(561)	470	(500)	402	325,794	322,841	(2,953)	(0.91%)
Financed By:									
Revenue Support Grant	(184,101)	(2,000)	(470)			(186,571)	(186,571)	0	0.00%
Ring Fenced Grant	(113)					(113)	(113)	0	0.00%
Non Domestic Rate Income	(57,555)	(1,300)				(57,555)	(57,555)	0	0.00%
Council Tax Income	(73,664)					(74,964)	(74,964)	0	0.00%
Council Tax Reduction Scheme	6,249	4,170		500		6,249	6,249	0	0.00%
Capital Grant	(6,944)					(2,274)	(2,274)	0	0.00%
Total Financing	(316,128)	870	(470)	500	0	(315,228)	(315,228)	0	0.00%
Financed from/(returned to) Reserves including use of Budget Flexibility b/fwd	9,855	309	0	0	402	10,566	7,613	(2,953)	

PERTH AND KINROSS COUNCIL - GENERAL FUND 2016/17 PROJECTED OUTTURN - SERVICE ANALYSIS
(Based on Expenditure to 30 September 2016)

SERVICE	Variance £'000	Variance £'000	Summary of Service Variances
Education & Children's Services (ECS)			
Total	(861)		
			<u>Devolved School Management (DSM)</u>
		(99)	<u>Staff Costs</u> Teachers salaries projected under spend of £1,431,000 due to staff turnover. Single Status staff are projecting an under spend of £374,000 also due to staff turnover. This is offset by a slippage target for 2016/2017 of £1,706,000.
		(200)	<u>Income</u> Projected additional income of £200,000 offsets additional expenditure on staff costs above for secondments and SQA work.
		299	The projected DSM carry forward for 2016/17 is £299,000 which is a reduction of £943,000 on the balance brought forward from 2015/16. This level of carry forward represents approximately 0.37% of the overall DSM budget.
			<u>Other Education & Children's Services Sectors:</u>
		(477)	<u>Staff Costs</u> 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.
		32	<u>Property Costs</u> Projected over spend in relation to Non-Domestic Rates for 2016/17.
		(487)	<u>Supplies and Services</u> Projected under spend in Early Learning and Childcare provision (£87,000) and Evidence 2 Success (£400,000) due to the phasing of expenditure.
		(12)	<u>Transport Costs</u> Projected under spend on car allowances, travel and subsistence payments.
		(258)	<u>Home to School Transport</u> Projected under spend due to contractual price reduction of 1.49% compared to an inflationary increase of 5% that was assumed in setting the 2016/17 Revenue Budget.
		(33)	<u>Third Party Payments</u> There is a projected under spend in Early Learning and Childcare (£161,000) partially offset by Children Young People and Families in supporting young people (£63,000) and Direct Payments & Personal Home Care (£65,000).
		(446)	<u>Residential Schools/Foster Care and Kinship Care:</u> 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.
		272	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.
		829	The Foster care budget is projected to over spend of (£865,000) due to high demand for external foster carers to date partially offset by a projected under spend on Kinship care of (£36,000).
		(40)	<u>Loan Charges</u> Projected under spend on prudential borrowing loan charges due to revised projections for land disposals.
		(241)	<u>Income</u> Projected additional income of £241,000. The main areas are secondments with Education Scotland (£139,000); Out of School Kids Clubs (£50,000); recharging other authorities for Pupil Support Assistants and Learning Support (£49,000); NHS contribution to a residential placement (£16,000); Music Tuition (£23,000); Music Camps (£1,000); Police Scotland (£6,000) for Child Protection Inter Agency work; Duke of Edinburgh Awards (£3,000), school lets (£21,000), Strathearn Community Wing (£3,000), Internal Recharges (£10,000) and Rattray Community Connect (£1,000). These are partially offset by reduced Renewable Heat Initiative income (£81,000) due delays in changes to plant and equipment.
Housing and Community Care			
Total	(1,458)		

PERTH AND KINROSS COUNCIL - GENERAL FUND 2016/17 PROJECTED OUTTURN - SERVICE ANALYSIS
(Based on Expenditure to 30 September 2016)

SERVICE	Variance £'000	Variance £'000	Summary of Service Variances
		286	<u>Housing</u> There is a projected over spend on Temporary Accommodation (£207,000) as the Homefirst service delivery model is rolled out on a phased basis and reduced income at Greyfriars and Rio (£151,000) due to occupancy levels being lower than that budgeted. This is partially offset by additional staff slippage (£72,000).
		(357)	<u>Finance and Support</u> Projected under spend due to additional income from Sheriff Officers (£36,000), accelerated delivery of approved savings (£95,000), additional non-recurring income (£140,000) and other miscellaneous under spends (£86,000).
		(1,133)	<u>Older People</u> There is a projected under spend on Care At Home (£359,000) due to recruitment delays and a shortage of external supply; Care Teams (£110,000) as the Service moves to locality team models; JELS/OY (£141,000) due to additional income from NHS Tayside, staff slippage and equipment purchases; LA Residential Homes (£214,000) due to increased income and staff slippage and Day Care (£176,000) due to staff slippage and the accelerated delivery of savings and external residential placements (£133,000) due to a higher turnover of clients compared to budget.
		(236)	<u>Learning Disabilities</u> There is a projected under spend due to staff slippage in day care (£88,000), the accelerated delivery of approved savings (£130,000), a reduction in purchased services (£65,000) and the receipt of non-recurring income (£14,000). This is partially offset by a projected over spend on external residential placements (£61,000).
		(70)	<u>Community Safety</u> There is a projected under spend due to the receipt of additional non-recurring income (£29,000), the accelerated delivery of approved savings (£12,000) and additional staff slippage (£29,000).
		52	<u>Other Community Care Services</u> The accelerated delivery of approved savings will deliver additional savings in the current year (£239,000). Addiction Services are projecting an under spend due to additional staff slippage (£91,000). Management cost centres are projected to over spend due to the non-achievement of slippage targets (£127,000), an increased provision for bad debts (£79,000) and under recovery of income from the approved Contributions Policy (£176,000).

PERTH AND KINROSS COUNCIL - GENERAL FUND 2016/17 PROJECTED OUTTURN - SERVICE ANALYSIS
(Based on Expenditure to 30 September 2016)

SERVICE	Variance £'000	Variance £'000	Summary of Service Variances
<u>The Environment Service</u>			
Total	(220)		
		(100)	<u>Operations & Waste Strategy</u> Projected saving on fuel costs based on current price and consumption estimates.
		60	<u>Planning and Regeneration</u> Provision of free public WiFi network in Perth City Centre
		120	Upgrade to CCTV City Operations Centre
		220	Investment in marketing and promotion across Perth and Kinross
		(140)	Projected additional income from commercial lets
			<u>Parking</u>
		100	Projected shortfall in parking income.
		(100)	Contribution from Car Parking Reserve
			<u>Community Greenspace</u>
		40	Contribution to Tayside Landscape Partnership
			<u>Property</u>
		(500)	Projected saving on energy costs due to lower than anticipated price increases.
		(100)	Projected saving on water costs.
		260	Projected additional expenditure on the school estate including Auchterarder High School
			<u>Roads & Transport</u>
		(220)	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

PERTH AND KINROSS COUNCIL - GENERAL FUND 2016/17 PROJECTED OUTTURN - SERVICE ANALYSIS
(Based on Expenditure to 30 September 2016)

SERVICE	Variance £'000	Variance £'000	Summary of Service Variances
Corporate and Democratic Services			
Total	(306)		
		(6)	<u>Core Costs</u> Projected net under spend on staff costs due to slippage.
		(46)	<u>Legal Services</u> Projected under spend on staff costs due to vacancies.
		13	Projected over spend on other costs across the Division, primarily publications and photocopying.
		(3)	Projected additional income due to the cyclical nature of a number of the income streams.
		(133)	<u>Finance</u> Projected under spend on staff costs due to slippage in excess of budgeted levels.
		10	Miscellaneous over spends across the Finance Division
		(40)	<u>Human Resources</u> Various net projected under spends across staff costs, supplies and services, third party payments and transport costs
		16	<u>Democratic Services</u> Miscellaneous over spends in staff costs, supplies and services and third party payments across Democratic Services.
		(48)	<u>IT</u> Projected under spend on staff costs due to slippage in excess of budgeted levels.
		(69)	Projected under spend on hardware maintenance, software licenses and network costs.
TOTAL	(2,845)		

Other Funding

Scottish Government – Developing the Young Workforce (Education and Children’s Services - ECS)	£103,800
Scottish Government - Gaelic Education	£7,650
Scottish Funding Council – English for Speakers of Other Languages (ECS)	£29,164
NHS Tayside – Core Toothbrushing Programme (ECS)	£10,200
Education Scotland – Food for Thought (ECS)	£6,487
Scottish Government – Switched On Fleets Ultra-Low Emission Vehicle Procurement (The Environment Service - TES)	£34,695
Sustrans – Cycle Parking Projects (TES)	£5,850
Paths for All – Active Sustainable Perth & Kinross (TES)	£166,787
TOTAL	£364,633

Investment in Improvement / Corporate Transformation Programme**Investment in Improvement Funds**

Learning Disabilities Transitions Project (Housing & Community Care)	Increase of £60,000
TOTAL	£60,000

Corporate Transformation Programme

Online Services/MyAccount (Education & Children's Services)	Reduction of (£18,000)
Mobile Working (Education & Children's Services)	Reduction of (£26,000)
Communities First Review (Housing & Community Care)	Increase of £152,000
Fairness Commission (Report No. 16/218) (The Environment Service)	Increase of £15,000
TOTAL	£123,000

PERTH AND KINROSS COUNCIL - HOUSING REVENUE ACCOUNT 2016/17 PROJECTED OUTTURN
(Based on Expenditure to 30 September 2016)

£'000	Summary of Service Variances
3	Housing Improvements and South Minor projected over spends across the Division
42	Letham and North Projected over spend due to non-achievement of staff slippage target, revised projections for sheriff officer costs and additional costs in relation to the fire in Newhouse Road.
28	Perth City and Specialist Projected over spend due to non-achievement of staff slippage target
(8)	Housing Management Projected under spend on the HRA Innovation Fund.
(109)	Administration The projected under spend is due to anticipated reduced capital financing costs
257	Income There is a projected under recovery of income from reduced Interest on Revenue Balances (£45,000) due to low interest rates, rental income due to the delayed completion of new builds and increased rent to buy applications (£132,000) and a reduction in income from lock up and garages due to stock movements and the capital investment programme (£80,000) .
(231)	Capital Financed from Current Revenue 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 AND KINROSS COUNCIL

Strategic Policy and Resources Committee

30 November 2016

**Composite Capital Budget 2016/23 & Housing Investment Programme 2016/21
– Monitoring Report Number 2**

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. The report also includes new proposals for accounting for Loan Charges.

1. BACKGROUND / MAIN ISSUES

- 1.1 The meeting of this Committee on 21 September 2016 approved a revised Composite Capital Budget for the six years 2016/17 to 2022/23 (report 16/401 refers), with total approved resources totalling £536,774,000. 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 £84,301,000.
- 1.2 This report advises of expenditure to 31 October 2016 and the latest estimated projected outturn for each programme. The Capital Programme Exceptions Report (Appendix 5) 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 £537,141,000. Movements from the revised Composite Capital Budget approved on 21 September 2016 are summarised in the table below, and the constituent elements for each year are summarised at Appendix 1.

Total Composite Capital Resources			
	Approved 21 Sept 2016	Current Estimate	Movement
	£'000	£'000	£'000
2016/17	75,889	70,132	(5,757)
2017/18	94,432	100,405	5,973
2018/19	61,441	61,592	151
2019/20	103,362	103,362	0
2020/21	92,143	92,143	0
2021/22	68,467	68,467	0
2022/23	41,040	41,040	0
Total	536,774	537,141	367

- 2.2 The total increase of £367,000 above is mostly related to movements in Third Party Contributions, Commercial Property Receipts and Receipts Carried-Forward, as detailed below.
- 2.3 Projected **Third Party Contributions** have increased by £361,000 over the seven year budget, mainly due to contributions of £350,000 towards the Creative Exchange project (see Section 3.4.2). There are also other small movements within the Environment Service programme. All movements in Third Party Contributions have been included in Appendices I and II.
- 2.4 There have only been small movements in the estimated timing of **General Fund Property Disposal**. Additionally, receipts estimated at £591,000 on the **Commercial Property Investment Programme** have been re-profiled from 2016/17 to 2017/18, together with the inclusion of an estimate of £308,000 now being included for 2022/23 in relation to the Food & Drink Park, Perth. Together with a small reduction of £3,000 in projected Commercial Property expenditure over the seven-year period, the estimated **receipts carried forward to future years** has, therefore, increased by £311,000. Estimated **Ring-fenced receipts** have also increased by £1,000 in 2016/17, whilst **Housing Receipts** have increased by £5,000. These movements are summarised at Appendix 1.
- 2.5 As a result of a projected underspend in Private Sector Housing Grants (PSHG) of £500,000 in 2016/17 within the Revenue Budget, which is funded by Capital Grant, the amount of **General Capital Grant** available to the Capital Budget has increased by £500,000. There is a corresponding reduction in General Capital Grant in 2017/18 on the assumption that this amount will be re-instated to the PSHG programme.
- 2.6 The projected **Borrowing Requirement** in 2016/17, which is effectively the balancing item for resources, is £48,421,000, which is £5,036,000 lower than the previous Borrowing Requirement approved on 21 September 2016. This is primarily due to rephasing of the projected expenditure within The Environment Service programme (the most significant of which is the Almondbank Flood Prevention Scheme), ICT Infrastructure Replacement Programme expenditure and the increase in Capital Grant, but partly offset by the rephasing of the developer contribution for Oudenarde.
- 2.7 Consequently, the total Borrowing Requirement in the subsequent years 2017/18 to 2021/22 has increased by £5,039,000 to £335,549,000, resulting in an overall increase of only £3,000 across the whole seven year programme. This reflects the small adjustments required to the prudential borrowing projects within the Environment Service as a result of movements in contributions and receipts (see Section 2.3 and 2.4 above), together with a small adjustment on the Environment Service core programme. All movements in the Borrowing Requirement are shown in the Proposed Budget Adjustment column within Appendix 2, and summarised in the table below:

	2016/17	2017/18	2018/19	2019/20	Later Years	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Increase in Prudential Borrowing due to reduced Third Party Contributions (Section 3.4.8)	10	0	0	0	0	10
Reduction in Prudential Borrowing due to increased Receipts (Section 3.4.8)	(1)	0	0	0	0	(1)
Reduced Expenditure on TACTRAN Programme (Appendix 2)	(1)	0	0	0	0	(1)
Increase in General Fund Housing Receipts (Section 2.4)	(5)	0	0	0	0	(5)
Movements arising from re-phasing of other expenditure and receipts (Appendix 2)	(5,039)	5,203	(199)	35	0	0
Increase/(Decrease) in Borrowing Requirement	(5,036)	5,203	(199)	35	0	3

3. COMPOSITE CAPITAL PROGRAMME – EXPENDITURE

- 3.1 Total expenditure (net of grants and contributions) in the current year to 31 October 2016 on the Composite Capital Programme amounts to £27,329,000, which is detailed at Appendix 2 and summarised as follows:

	Net Expenditure to 31 Oct 2016
	£'000
Education and Children's Services	9,116
The Environment Service	16,103
Housing and Community Care	641
Corporate & Democratic Services	469
Total	27,329

- 3.2 In addition, General Capital Grant received to 31 October amounts to £8,302,000 and capital receipts amount to £701,000. The borrowing requirement, after taking account of receipts brought forward and carried forward, totals £17,904,000. A comprehensive monitoring exercise has been carried out, which is detailed at Appendix 2. The most significant features are discussed below.

3.3 Education and Children's Services

- 3.3.1 The Director (Education & Children's Services) has reviewed the current programme. Various projects have recently been completed, with negotiations with the contractor over the final account still to be concluded, whilst other projects are nearing financial close for works to start on site. Therefore, it is proposed that no adjustments are made to these projects at this stage. Once these matters have been concluded, the outcome will be included in future reports to this Committee. The only proposed movement at this stage is to transfer the initial Developer Contribution for Oudenarde from 2016/17 to 2017/18, in line with the terms of the Section 75 agreement and the anticipated house-building at the site.

3.3.2 All other projects, including the annual programmes, remain on course for the current year. However, it should be noted that the budget for the Pitlochry High School Upgrade Programme has been moved to the Property Division within Environment Services, as the works fall within the remit of the Head of Property Services.

3.4 The Environment Service

3.4.1 The Director (Environment) has reviewed the current programme and proposes various budget adjustments, the most significant of which are described below.

3.4.2 There is a reduction of £11,000 in contributions and expenditure on Unadopted Roads, with a further £124,000 of expenditure proposed to move to 2017/18. Additionally, a contribution of £7,000 from TACTRAN for Cycling Walking & Safer Streets has been allocated to the Council in 2016/17. There has also been an additional contribution of £25,000 received in respect of the works at Mill Street, Perth, and it is proposed to increase the budget for the works accordingly in 2016/17. In addition, third party funding totalling £350,000 from the European Regional Development Fund (£250,000) and Scottish Cities Alliances (£100,000) has been allocated to the Council for the Creative Exchange project, which is anticipated to be received in 2018/19. It is, therefore, proposed to increase the budget for the project by this amount in 2018/19.

3.4.3 It is proposed to rephase the A9/A85 Road Junctions Improvement budget in line with movements in the anticipated expenditure profile. Accordingly, it is proposed that £657,000 is moved into 2017/18, with £427,000 moving from 2016/17, and £230,000 from 2018/19. It is also proposed to bring forward £26,000 of the A977 Upgrades budget from 2017/18 to the current year to cover fees in progressing the works.

3.4.4 Following the commencement of works on site in relation to the Almondbank Flood Prevention Scheme, the contingency element of the budget has been reprofiled following a value engineering exercise. It is, therefore, proposed that £2,537,000 of the current year budget is moved to 2017/18, with a further £10,000 moved to 2018/19.

3.4.5 Following a review of the 2016/17 Community Greenspace programme, it is proposed that the budget for Alyth Environmental Improvements is moved to 2017/18. This is as a result of delays in detailed proposals being developed and in securing external funding following the recent flooding and remedial works undertaken. There have also been small movements in third party contributions and the related expenditure between years within the Community Greenspace Programme.

3.4.6 Within the Waste Strategy programme, it is proposed that works at Blairgowrie Transfer Station are undertaken this year and it is, therefore, proposed to accelerate £134,000 of the budget into 2016/17 from 2017/18.

- 3.4.7 Some of the works within the Property Division programme are required to be undertaken during school holidays. Accordingly, due to the amount of work being undertaken, some of these have been programmed in the next financial year, resulting in an overall proposed movement of £211,000 from 2016/17 to 2017/18. Within the Commercial Property Investment programme, it is proposed to transfer £280,000 from 2016/17 to 2017/18 in respect of the Food & Drink Park, Perth as a result of redesign work on the small business units contract. There has also been a reduction of £3,000 in proposed expenditure following the re-allocation of development costs to individual programmes between 2017/18 and 2019/20.
- 3.4.8 Within the Prudential Borrowing programme, it is proposed that the two Energy Conservation & Carbon Reduction budgets (totalling £240,000) are amalgamated and moved to 2017/18 whilst specific proposals are developed. Within the Fleet Replacement Programme, there is a reduction of £10,000 in the anticipated grant to be received for electric vehicles. This, therefore, increases the Borrowing Requirement by this amount. However, this is partially offset by a small increase of £1,000 in receipts under the Recycling Container & Skip Disposal programme. It is also proposed to bring forward £80,000 to 2016/17 in respect of the Perth Harbour Dredging, to cover survey and design costs to be incurred in the current year.
- 3.4.9 All the above proposed adjustments, together with other minor movements, have been reflected in Appendices 1 and 2.

3.5 Housing and Community Care – Community Care

- 3.5.1 The Director (Housing & Social Work) has reviewed the current programme, and it is proposed to transfer the Housing with Care budget of £345,000 and the Developing Supported Tenancies budget of £229,000 from 2016/17 to 2017/18 to reflect the current expenditure programme of work whilst negotiations with RSL's are ongoing. It is also proposed to transfer £38,000 from 2016/17 to 2017/18 for the Council Contact Centre in line with revised system installation dates. These proposed adjustments have been reflected in Appendices I and II.

3.6 Corporate and Democratic Services

- 3.6.1 The ICT Infrastructure budget has been reviewed, and it is proposed to transfer £746,000 from the current year into next year. The main reasons for this is that the handing over of the 2 High Street, Perth computer room to the technical teams was delayed, which had a knock on effect on other replacement activities the teams had planned for 2016/17. Additionally, the decision around future provisioning of the Council's Wide Area Network was deferred, resulting in the funding for replacement of network lines being moved into future years.

4. HOUSING INVESTMENT PROGRAMME

- 4.1 The current estimated expenditure, net of contributions, over the six years 2016/17 to 2020/21 amounts to £84,335,000. Movements from the previous estimates approved on 21 September 2016 are as follows, and are also included in Appendix 3:

	Approved 21 Sept 2016	Current Estimate	Movement
	£'000	£'000	£'000
2016/17	22,327	22,932	605
2017/18	16,969	16,715	(254)
2018/19	12,970	12,670	(300)
2019/20	9,210	9,193	(17)
2020/21	22,825	22,825	0
Total	84,301	84,335	34

- 4.2 Expenditure (net of contributions) in 2016/17 to 31 October 2016 amounts to £9,999,000 and receipts amount to £891,000, therefore giving borrowing of £9,108,000 for the year to date.
- 4.3 The Director (Housing & Social Work) proposes to make several adjustments to the programme which is detailed at Appendix 3. The most significant of the proposed adjustments are described below.
- 4.4 Some of the demolition works relating to Lock Ups and Garage Sites had previously been included within the New Build projects for Nimmo Avenue and Cairns Crescent, Perth. However, the demolition works were tendered as part of the overall contract for the Lock Up and Garages programme. It is therefore proposed that £53,000 and £34,000 is transferred from the New Build projects respectively, to the Lock Up and Garages budget. It is also proposed to transfer £34,000 to the budget for Nimmo Avenue in 2016/17 from the Future Developments Budget, with a further £100,000 proposed to be transferred to the budget for Cairns Crescent in 2017/18. Additionally, it is proposed to increase the budget for Cairns Crescent in 2016/17 by a further £34,000 in line with updated cost estimates for the works. The overall impact of these proposed adjustments is to increase the Borrowing Requirement by £34,000.
- 4.5 The Scottish Government has allocated a further £490,000 to the Council House Buy-Backs programme in 2016/17, and it is therefore, proposed to increase the expenditure budget by this amount. In addition, it is also proposed to accelerate £354,000 from 2017/18, giving an overall increase in expenditure of £844,000 in Council House Buy Backs in the current year.

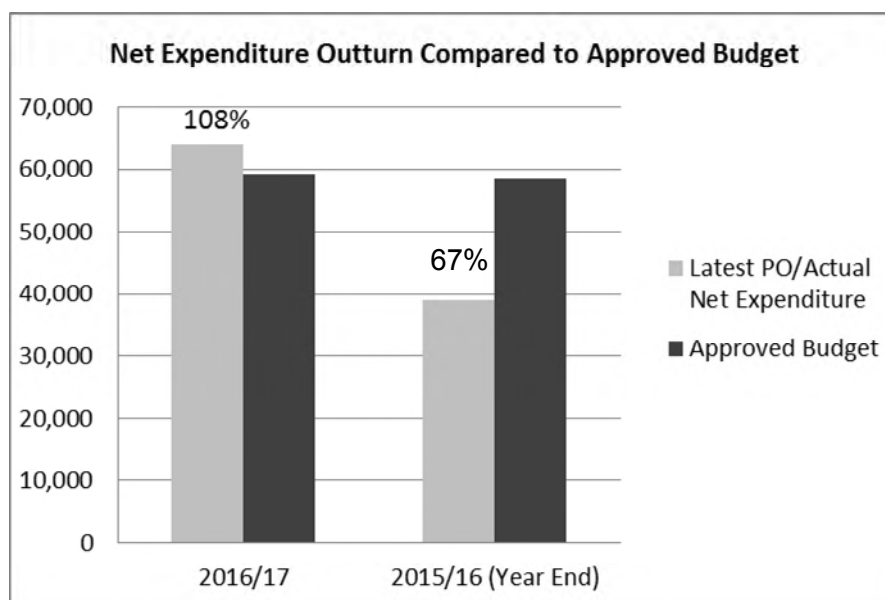
- 4.6 It is also proposed to increase the Environmental Improvements budget in 2016/17 by £300,000 by bringing forwards a corresponding amount from 2018/19. This reflects the progress made to date on the planned programme of work, and has allowed for additional work to be accelerated into the current year. There are also small proposed budget movements to increase the Sheltered Housing (£8,000) and Upgrade & Replacement of Lifts (£9,000) budgets in the current year by bringing forward these amounts from the 2019/20 budgets.
- 4.7 There has also been an increase in capital receipts under the Right to Buy programme, with receipts now anticipated to be at least £1M in the current year. In advance of the deadline in July 2016 a large number of applications were received by the Council before the scheme ceased. Due to the large number of applications received, some applications are still being concluded, and it is, therefore, anticipated that receipts will increase further by the end of the year.
- 4.8 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 £516,000, in respect of the proposed adjustments in Section 4.4 and 4.7 above.

5. RENEWAL & REPAIR FUND

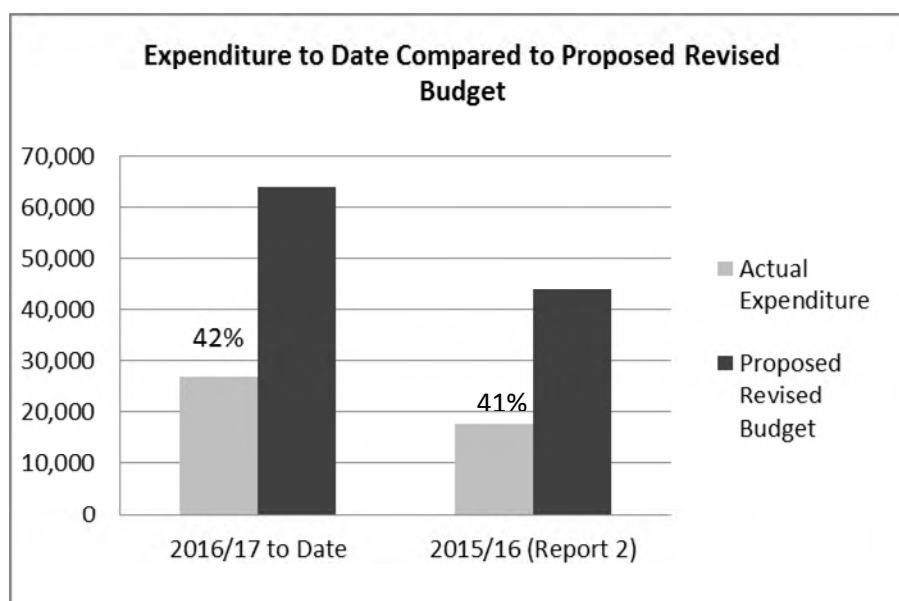
- 5.1 Detailed at Appendix 4 is the 2016/17 proposed revised budget and the projected outturn for the Renewal & Repair Fund. There have been no further movements from the estimates in the last report to this Committee.

6. BUDGET OVERVIEW

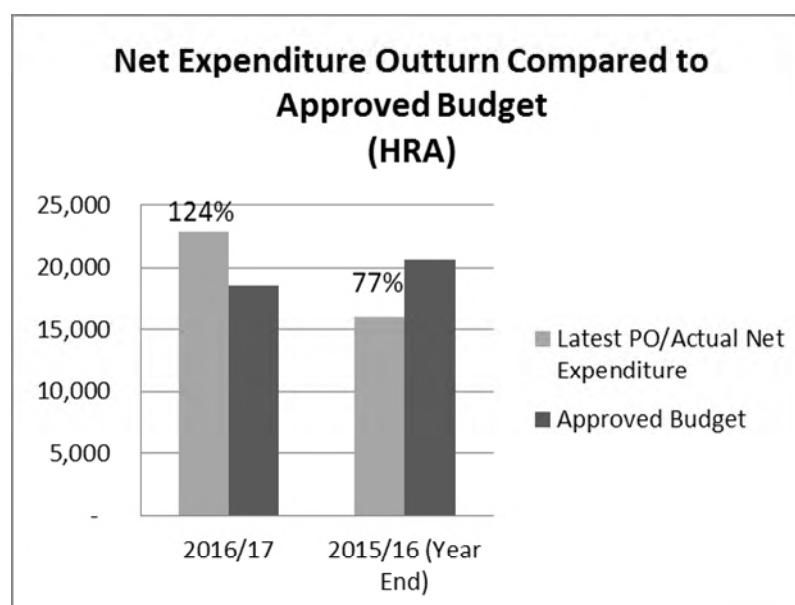
- 6.1 The Composite Capital Budgets approved by the Council on 22 June 2016 have been reviewed and updated to reflect the latest monitoring.
- 6.2 The latest projected net expenditure outturn for the Composite Capital Programme represents 108% of the original 2016/17 budget approved by the Council on 22 June 2016:



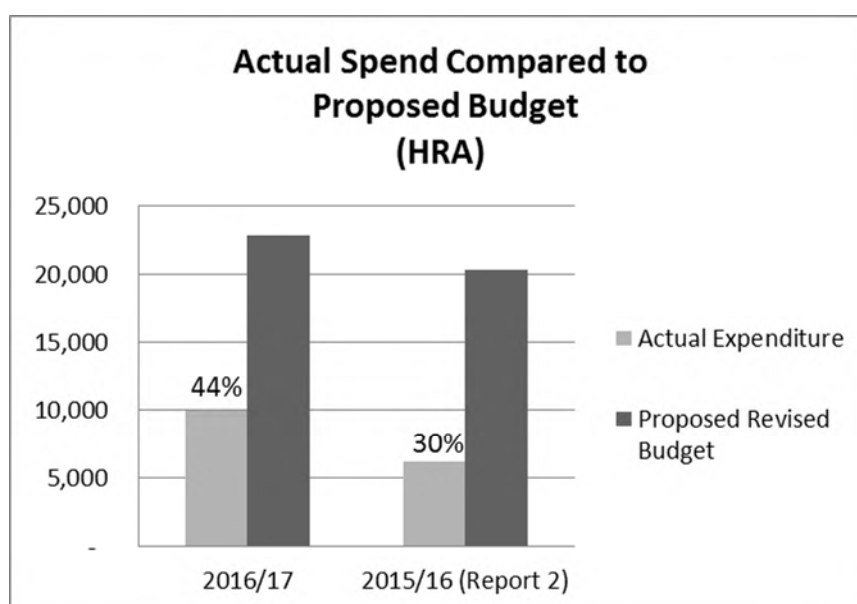
- 6.3 This difference is a result of the approved budget adjustments included within the last report to this Committee on 21 September (£8,358,000 increase, including balances brought forward from 2015/16), the most significant of which related to Perth Theatre and Almondbank Flood Prevention Scheme, but offset by the reduced estimated expenditure of £4,777,000 in this current report, primarily due to revised projections for the Almondbank Flood Prevention Scheme and the ICT Infrastructure Replacement programme.
- 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 31 October 2016 on the programme represents 42% of the proposed revised 2016/17 budget:



- 6.5 The latest projected gross 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). The increase is primarily due to movements in projections detailed in the previous reports to this Committee, including the acceleration of Central Heating and Rewiring and Council House Buy-Backs.



- 6.6 Gross expenditure at 31 October 2016 on the Housing Investment Programme represents 44% 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 reduction in borrowing of £516,000 over the 5-year period. The Loan Charges as a result of this reduced borrowing are within the Housing Revenue Account budget provision.

7. CHANGES TO LOANS FUND ACCOUNTING

- 7.1 The Scottish Government issued the Local Authority (Capital Financing and Accounting)(Scotland) Regulations 2016 in July 2016. These make several changes to the accounting requirements within the Loans Fund in respect of capital expenditure (advances), debt repayments and interest. The new regulations simplify and clarify the accounting requirements and include some new provisions which could impact the way Loan Charges are accounted for by the Council.
- 7.2 The Regulations include specific guidance on how internal debt repayments are to be accounted for, i.e. the repayment (amortisation) of capital expenditure (advances). The Regulations include four different approaches for repayment methodologies and the method(s) selected by an authority must be prudent and applied consistently. The four options are:
- Statutory Method – relates to all loans fund advances (capital expenditure funded by borrowing) incurred before 1 April 2016, with the repayment of these advances to remain as per existing schedules.
 - Depreciation Method – repayments to be calculated in the same way as depreciation within Capital Charges.
 - Asset Life Method – repayments to be based on the life of the asset being funded as capital expenditure. Such repayments can either be calculated on a straight-line basis, or on an annuity basis where the benefits from the asset increase over time.

- Funding Method – repayments to be linked to future income streams from the asset being funded.

To take account of forward plans that authorities may have made (including the revenue consequences of capital expenditure) a transition period is available so that the statutory method can continue to be applied to new capital advances incurred up to 31 March 2021.

- 7.3 It is proposed that this Council adopt the Statutory Method for all capital advances outstanding as at 1 April 2016, as well as for new advances incurred up to and including 2020/21. This reflects the fact that the impact of Loan Charges have already been factored into medium term plans on this basis. For new advances incurred after this date, it is proposed that there will be an assumption that the annual repayments will be calculated using the straight line asset life method, unless specific circumstances dictate that a different method shall be applied.
- 7.4 The Regulations also allow the annual repayments of capital advances to be deferred until the asset being funded becomes operational. This would allow a capital project which straddles two or more financial years to incur no debt repayments until after the project has been completed. It is proposed that this be implemented from 1 April 2016 for all new capital advances and that future Loan Charges are calculated on this basis. This would reduce the Loan Charges in earlier years for projects which are still under construction. The impact of this proposed change will be factored into the Revenue Budget to be considered by the Council in February 2017.
- 7.5 Whilst the Regulations permit various other changes in the way the Loans Fund operates and the methodology for calculating Loan Charges, it is proposed that all other existing policies remain unchanged.

8. RECOMMENDATIONS

- 8.1 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 1 and 2.
 - (iii) 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 3.
 - (iv) Approves the revised accounting policies for the Loans Fund as detailed at Section 7 of this report.

Author(s)

Name	Designation	Contact Details
John Jennings	Senior Accountant	chxfinance@pkc.gov.uk

Approved

Name	Designation	Date
John Symon	Head of Finance	16 November 2016

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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	Yes / None
Community Plan / Single Outcome Agreement	None
Corporate Plan	Yes
Resource Implications	
Financial	Yes
Workforce	Yes
Asset Management (land, property, IST)	Yes
Assessments	
Equality Impact Assessment	Yes
Strategic Environmental Assessment	Yes
Sustainability (community, economic, environmental)	Yes
Legal and Governance	None
Risk	None
Consultation	
Internal	Yes
External	None
Communication	
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 1 – Composite Capital Programme – Estimated Capital Resources 2016/17 to 2022/23

Appendix 2 – Composite Capital Programme – Summary of Capital Resources and Expenditure 2016/17 to 2022/23

Appendix 3 – Housing Investment Programme – Summary of Capital Resources and Expenditure 2016/17 to 2020/21

Appendix 4 – Renewal & Repair Fund Budget 2016/17

Appendix 5 – Capital Programme Exceptions Report 2016/17

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

	Capital Resources 2016/17 (£'000)	Capital Resources 2017/18 (£'000)	Capital Resources 2018/19 (£'000)	Capital Resources 2019/20 (£'000)	Capital Resources 2020/21 (£'000)	Capital Resources 2021/22 (£'000)	Capital Resources 2022/23 (£'000)	Capital Resources TOTAL (£'000)
Capital Grants								
Cycling, Walking & Safer Streets	163	214	214	214	200	200	200	1,405
General Capital Grant	12,250	13,770	15,653	14,986	20,194	14,025	12,852	103,730
Total Capital Grants	12,413	13,984	15,867	15,200	20,394	14,225	13,052	105,135
General Capital Receipts								
General Fund - Capital Receipts	1,172	1,919	196	215	250	250	500	4,502
General Fund - Housing Receipts	8	4	3	3	3	3	0	24
General Fund - Ring Fenced Receipts	190	360	327	231	300	300	300	2,008
Total General Capital Receipts	1,370	2,283	526	449	553	553	800	6,534
Commercial Property Receipts								
Capital Receipts b/f (Commercial Property)	1,788	777	103	69	184	268	585	1,788
Commercial Property - Capital Receipts	1,085	1,464	661	510	84	317	308	4,429
Capital Receipts Carried-forward	(777)	(103)	(69)	(184)	(268)	(585)	(893)	(893)
Total Commercial Property Receipts Applied	2,096	2,138	695	395	0	0	0	5,324
Contributions								
Third Party Contributions	3,352	6,096	1,550	5,000	3,500	0	0	19,498
Developer Contributions	0	3,540	1,810	1,810	1,810	2,010	2,020	13,000
Revenue Budget Contributions	2,480	1,200	0	0	0	0	0	3,680
Total Contributions	5,832	10,836	3,360	6,810	5,310	2,010	2,020	36,178
Capital Borrowing Requirement	48,421	71,164	41,144	80,508	65,886	51,679	25,168	383,970
TOTAL CAPITAL RESOURCES/								
GROSS BUDGET EXPENDITURE	70,132	100,405	61,592	103,362	92,143	68,467	41,040	537,141

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

Movements in Resources from Approved Budget - 21st September 2016

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	34	1	0	(35)	0	0	0	0
Increase/(Decrease) in Capital Receipts - Comm Property	(591)	591	0	0	0	0	308	308
Increase/(Decrease) in Capital Receipts - Housing Receipts	5	0	0	0	0	0	0	5
Increase/(Decrease) in Capital Receipts - Ring Fenced	1	0	0	0	0	0	0	1
Increase/(Decrease) in Capital Grants:								
General Capital Grant	500	(500)	0	0	0	0	0	0
Increase/(Decrease) in Third Party Contributions	(981)	992	350	0	0	0	0	361
Increase/(Decrease) in Resources b/f	0	(311)	3	3	3	3	3	0
Increase/(Decrease) in Resources c/f to future years	311	(3)	(3)	(3)	(3)	(3)	(311)	(311)
Increase/(Decrease) in Borrowing Requirement	(5,036)	5,203	(199)	35	0	0	0	3
Total Increase/(Decrease) in Resources	(5,757)	5,973	151	0	0	0	0	367
Approved Resources per SP&R - 21 September 2016 (report 16/401)	75,889	94,432	61,441	103,362	92,143	68,467	41,040	536,774
Revised Resources	70,132	100,405	61,592	103,362	92,143	68,467	41,040	537,141

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

	Approved Budget Report 1 2016/17 (£'000)	Proposed Budget Adjustment Report 2 2016/17 (£'000)	Revised Budget Report 2 2016/17 (£'000)	Actuals to 31-Oct-16 2016/17 (£'000)	Projected Outturn 2016/17 (£'000)	Approved Budget Report 1 2017/18 (£'000)	Proposed Budget Adjustment Report 2 2017/18 (£'000)	Revised Budget Report 2 2017/18 (£'000)	Approved Budget Report 1 2018/19 (£'000)	Proposed Budget Adjustment Report 2 2018/19 (£'000)	Revised Budget Report 2 2018/19 (£'000)
EDUCATION AND CHILDREN'S SERVICES	19,958	500	20,458	9,116	20,458	24,076	(500)	23,576	14,277	0	14,277
THE ENVIRONMENT SERVICES	44,345	(3,919)	40,426	16,103	40,426	59,469	4,123	63,592	41,957	(199)	41,758
HOUSING AND COMMUNITY CARE	1,488	(612)	876	641	876	989	612	1,601	1,230	0	1,230
CORPORATE AND DEMOCRATIC SERVICES	2,933	(746)	2,187	469	2,187	3,020	746	3,766	2,236	0	2,236
TOTAL NET EXPENDITURE (NET OF GRANTS, REVENUE AND 3RD PARTY CONTRIBUTIONS AND RMG FENCED RECEIPTS)	68,724	(4,777)	63,947	26,329	63,947	87,554	4,981	92,535	59,700	(199)	59,501
GENERAL CAPITAL GRANT	(11,750)	(500)	(12,250)	(8,302)	(12,250)	(14,270)	500	(13,770)	(15,653)	0	(15,653)
DEVELOPER CONTRIBUTIONS	0	0	0	0	0	(3,540)	0	(3,540)	(1,810)	0	(1,810)
CAPITAL RECEIPTS	(2,817)	552	(2,265)	(701)	(2,265)	(2,795)	(592)	(3,387)	(860)	0	(860)
ANNUAL BORROWING REQUIREMENT	54,157	(4,725)	49,432	17,326	49,432	66,949	4,889	71,838	41,377	(199)	41,178
CAPITAL RECEIPTS BROUGHT FORWARD	(1,788)	0	(1,788)	(1,788)	(1,788)	(1,088)	311	(777)	(100)	(3)	(103)
CAPITAL RECEIPTS CARRIED FORWARD	1,088	(311)	777	2,366	777	100	3	103	66	3	69
TOTAL NET BORROWING REQUIREMENT	53,457	(5,036)	48,421	17,904	48,421	65,961	5,203	71,164	41,343	(199)	41,144

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

	Approved Budget Report 1 2019/20 (£'000)	Proposed Budget Adjustment Report 2 2019/20 (£'000)	Revised Budget Report 2 2019/20 (£'000)	Approved Budget Report 1 2020/21 (£'000)	Proposed Budget Adjustment Report 2 2020/21 (£'000)	Revised Budget Report 2 2020/21 (£'000)	Approved Budget Report 1 2021/22 (£'000)	Proposed Budget Adjustment Report 2 2021/22 (£'000)	Revised Budget Report 2 2021/22 (£'000)	Approved Budget Report 1 2022/23 (£'000)	Proposed Budget Adjustment Report 2 2022/23 (£'000)	Revised Budget Report 2 2022/23 (£'000)	Revised Budget Report 2 TOTAL (£'000)
EDUCATION AND CHILDREN'S SERVICES	42,604	0	42,604	30,737	0	30,737	13,459	0	13,459	18,394	0	18,394	163,505
THE ENVIRONMENT SERVICES	51,354	0	51,354	55,071	0	55,071	51,621	0	51,621	18,904	0	18,904	322,726
HOUSING AND COMMUNITY CARE	2,380	0	2,380	380	0	380	445	0	445	320	0	320	7,232
CORPORATE AND DEMOCRATIC SERVICES	1,579	0	1,579	1,955	0	1,955	2,442	0	2,442	2,922	0	2,922	17,087
TOTAL NET EXPENDITURE (NET OF GRANTS, REVENUE AND 3RD PARTY CONTRIBUTIONS AND RMG FENCED RECEIPTS)	97,917	0	97,917	88,143	0	88,143	67,967	0	67,967	40,540	0	40,540	510,550
GENERAL CAPITAL GRANT	(14,986)	0	(14,986)	(20,194)	0	(20,194)	(14,025)	0	(14,025)	(12,852)	0	(12,852)	(103,730)
DEVELOPER CONTRIBUTIONS	(1,810)	0	(1,810)	(1,810)	0	(1,810)	(2,010)	0	(2,010)	(2,020)	0	(2,020)	(13,000)
CAPITAL RECEIPTS	(763)	35	(728)	(337)	0	(337)	(570)	0	(570)	(500)	(308)	(808)	(8,955)
ANNUAL BORROWING REQUIREMENT	80,358	35	80,393	65,802	0	65,802	51,362	0	51,362	25,168	(308)	24,860	384,865
CAPITAL RECEIPTS BROUGHT FORWARD	(66)	(3)	(69)	(181)	(3)	(184)	(265)	(3)	(268)	(582)	(3)	(585)	(1,788)
CAPITAL RECEIPTS CARRIED FORWARD	181	3	184	265	3	268	582	3	585	582	311	893	893
TOTAL NET BORROWING REQUIREMENT	80,473	35	80,508	65,886	0	65,886	51,679	0	51,679	25,168	0	25,168	383,970

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

	Approved Budget Report 1 2016/17 (£'000)	Proposed Budget Adjustment Report 2 2016/17 (£'000)	Revised Budget Report 2 2016/17 (£'000)	Actual to 31-Oct-16 2016/17 (£'000)	Projected Outturn 2016/17 (£'000)	Approved Budget Report 1 Future Years 2016/17 (£'000)	Proposed Budget Adjustment Report 2 Future Years (£'000)	Approved Budget Report 2 Future Years (£'000)	Revised Budget Report 2 TOTAL (£'000)
EDUCATION AND CHILDREN'S SERVICES									
Accessibility Programme	100	0	100	100	100	735	0	735	835
Arts Strategy Phase 1 - Redevelopment of Perth Theatre	10,310	0	10,310	3,416	10,310	4,692	0	4,692	15,002
Third Party Contributions	(1,200)	0	(1,200)	(490)	(1,200)	(4,689)	0	(4,689)	(5,889)
Revenue Contribution from Reserves	(666)	0	(666)	0	(666)	0	0	0	(666)
City Centre Developments	200	0	200	0	200	29,800	0	29,800	30,000
Third Party Contributions	0	0	0	0	0	(10,000)	0	(10,000)	(10,000)
MIS - Procurement & Integration	44	0	44	0	44	266	0	266	310
ECS Online Payments	145	0	145	0	145	0	0	0	145
Blaigowrie Recreation Centre - Replacement	100	0	100	0	100	17,600	0	17,600	17,700
Early Learning & Childcare	9	0	9	8	9	2,232	0	2,232	2,241
Schools Modernisation Programme									
Modernising Primaries Programme	135	0	135	9	135	15,358	0	15,358	15,493
Alyth Primary School Upgrade Project	6,292	0	6,292	3,533	6,292	1,123	0	1,123	7,415
Blackford Primary School (Developer Contribution)	0	0	0	0	0	173	0	173	173
Kinross Primary School Upgrade Project	2,348	0	2,348	544	2,348	9,738	0	9,738	12,086
Third Party Contributions from Developers	(459)	0	(459)	0	(459)	0	0	0	(459)
Tulloch Primary School Upgrade Project	1,789	0	1,789	905	1,789	8,920	0	8,920	10,709
Third Party Contributions from Developers	(727)	0	(727)	0	(727)	0	0	0	(727)
Cieff Primary School - School Upgrade Project	10	0	10	0	10	0	0	0	10
Errol Primary School - School Upgrade Project	1,275	0	1,275	1,066	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	81	199	0	0	0	199
Developer Contribution	(112)	0	(112)	(112)	(112)	0	0	0	(112)
Invergowie Primary School Upgrade Project	4	0	4	3	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	(500)	500	0	0	0	0	(500)	(500)	(500)
Oakbank Primary School Upgrade Project	101	0	101	0	101	0	0	0	101
North/West 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
Pilchory Primary School - Replacement	0	0	0	0	0	13,800	0	13,800	13,800
Modernising Secondaries Programme	62	0	62	20	62	2,897	0	2,897	2,959
Technology Upgrades	175	0	175	0	175	2,325	0	2,325	2,500
Perth Academy - New Sports Facilities	0	0	0	0	0	923	0	923	923
Perth Academy - Refurbishments	50	0	50	0	50	11,237	0	11,237	11,287
Perth Grammar School - Infrastructure/Practical Areas L	50	0	50	15	50	0	0	0	50
Perth Grammar School - Upgrade Programme Phase 3	100	0	100	0	100	6,800	0	6,800	6,900
Perth High School Upgrade Project	146	0	146	40	146	0	0	0	146
TOTAL: EDUCATION AND CHILDREN'S SERVICES	19,958	500	20,458	9,116	20,458	143,547	(500)	143,047	163,505
THE ENVIRONMENT SERVICE									
Traffic & Road Safety									
Road Safety Initiatives (20mph Zones etc..)	113	0	113	11	113	300	0	300	413
Cycling Walking & Safer Streets (CWSS)	163	7	170	80	170	1,242	0	1,242	1,412
Scottish Government Grant - CWSS	(163)	0	(163)	0	(163)	(1,242)	0	(1,242)	(1,405)
Third Party Contribution	0	(7)	(7)	0	(7)	0	0	0	(7)
Sub-Total	113	0	113	91	113	300	0	300	413
TACTRAN Projects									
Bus Stop Infrastructure	1	(1)	0	0	0	0	0	0	0
Sub-Total	1	(1)	0	0	0	0	0	0	0

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

	Approved Budget Report 1 2016/17 (£'000)	Proposed Budget Adjustment Report 2 2016/17 (£'000)	Revised Budget Report 2 2016/17 (£'000)	Actual to 31-Oct-16 2016/17 (£'000)	Projected Outturn 2016/17 (£'000)	Approved Budget Report 1 Future Years (£'000)	Proposed Budget Adjustment Report 2 Future Years (£'000)	Approved Budget Report 2 Future Years (£'000)	Revised Budget Report 2 TOTAL (£'000)
Asset Management - Roads & Lighting									
Structural Maintenance	9,116	(3)	9,113	4,543	9,113	43,330	0	43,330	52,443
Third Party Contribution	(400)	0	(400)	(272)	(400)	0	0	0	(400)
Structural Maintenance - Bridges	500	0	500	0	500	1,000	0	1,000	1,500
Street Lighting Renewals - Upgrading/Unit Areas	161	0	161	155	161	633	0	633	794
Traffic Signal Renewals - Upgrading	135	0	135	89	135	503	0	503	638
Unadopted Roads & Footways (Match Funding)	378	(135)	243	2	243	0	124	124	367
Third Party Contributions	(133)	11	(122)	0	(122)	0	0	0	(122)
Footways	493	0	493	162	493	2,610	0	2,610	3,103
Road Safety Barriers	0	0	0	0	0	150	0	150	150
Sub-Total	10,250	(127)	10,123	4,679	10,123	48,226	124	48,350	58,473
Asset Management - Bridges									
Port Na Craig Footbridge - Assess & Strengthening	7	0	7	0	7	0	0	0	7
Revenue Contribution	(5)	0	(5)	0	(5)	0	0	0	(5)
Bridge Refurbishment Programme	110	0	110	0	110	1,500	0	1,500	1,610
Short Span Bridge Replacement Programme	0	0	0	0	0	244	(33)	211	211
Thorlert Bridge Culvert	79	34	113	113	113	1	(1)	0	113
West of Fearnan Culvert	194	0	194	2	194	0	0	0	194
Vehicular Bridge Parapets Programme - Assess & Upgr:	39	0	39	0	39	150	0	150	189
Sub-Total	424	34	458	115	458	1,895	(34)	1,861	2,319
Improvement Schemes									
New Rural Footways	53	0	53	0	53	0	0	0	53
Broich Road - Salt Storage	18	3	21	2	21	0	0	0	21
A9/A85 Road Junction Improvements	6,483	(427)	6,056	2,756	6,056	33,337	427	33,764	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	0	0	0	0	0	78,000	0	78,000	78,000
A977 Upgrades	0	26	26	0	26	600	(26)	574	600
Sub-Total	6,554	(398)	6,156	2,761	6,156	112,687	401	113,088	119,244
Rural Flood Mitigation Schemes									
Almondbank Flood Prevention Scheme	8,767	(2,547)	6,220	1,273	6,220	8,002	2,547	10,549	16,769
Third Party Contribution	(104)	0	(104)	0	(104)	0	0	0	(104)
Comrie Flood Prevention Scheme	350	0	350	0	350	14,933	0	14,933	15,283
Minathort Flood Prevention Scheme	85	0	85	0	85	1,694	0	1,694	1,779
South Kinross Flood Prevention	0	0	0	0	0	3,162	0	3,162	3,162
Score Flood Prevention	0	0	0	0	0	645	0	645	645
Lows weir, Almondbank	2	0	2	0	2	0	0	0	2
Sub-Total	9,100	(2,547)	6,553	1,273	6,553	28,436	2,547	30,983	37,536
Planning Conservation									
Conservation of Built Heritage	178	0	178	0	178	252	0	252	430
Third Party Contribution	0	0	0	0	0	(100)	0	(100)	(100)
Kinross Town Centre Improvements	37	0	37	0	37	0	0	0	37
Sub-Total	215	0	215	0	215	152	0	152	367
City Centre Projects									
Perth City Centre Project	0	0	0	0	0	2,182	0	2,182	2,182
Revenue Contribution	0	0	0	0	0	(1,200)	0	(1,200)	(1,200)
Mill Street Environmental Improvements	2,092	25	2,117	824	2,117	700	0	700	2,817
Revenue Contribution (Car Parking)	(360)	0	(360)	0	(360)	0	0	0	(360)
Perth & Kinross Place-making	0	0	0	0	0	8,900	0	8,900	8,900

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

	Approved Budget Report 1 2016/17 (£'000)	Proposed Budget Adjustment Report 2 2016/17 (£'000)	Revised Budget Report 2 2016/17 (£'000)	Actual to 31-Oct-16 2016/17 (£'000)	Projected Outturn 2016/17 (£'000)	Approved Budget Report 1 Future Years (£'000)	Proposed Budget Adjustment Report 2 Future Years (£'000)	Approved Budget Report 2 Future Years (£'000)	Revised Budget Report 2 TOTAL (£'000)
Perth & Kinross Lighting Action Plan	0	0	0	0	0	5,000	0	5,000	5,000
Sub-Total	1,732	0	1,732	799	1,732	15,582	0	15,582	17,314
Other Planning Projects									
Creative Exchange (former St. John's Primary School)	100	0	100	0	100	2,350	350	2,700	2,800
Third Party Contribution	0	0	0	0	0	0	(350)	(350)	(350)
	100	0	100	0	100	2,350	0	2,350	2,450
Community Greenspace									
Play Areas - Improvements Implementation Strategy	371	0	371	1	371	0	0	0	371
Friends of Park Development - MacRosty Park, Crief	6	0	6	0	6	0	0	0	6
Countryside Sites	40	0	40	8	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	1,869	(8)	1,861	1,861
Third Party Contributions	0	0	0	0	0	(15)	8	(7)	(7)
Small Parks	3	0	3	0	3	0	0	0	3
Community Greenspace Bridges	64	(29)	35	10	35	0	29	29	64
Core Path Implementation	75	0	75	4	75	35	0	35	110
Revenue Contributions	(6)	0	(6)	(6)	(6)	0	0	0	(6)
Pitlochry Recreation Park	199	8	207	1	207	15	0	15	222
Third Party Contributions	(83)	(8)	(91)	0	(91)	0	0	0	(91)
Alyth Environmental Improvements	708	(708)	0	0	0	0	708	708	708
Third Party Contributions	(500)	500	0	0	0	0	(500)	(500)	(500)
Parks Development - Riverside Masterplan	123	0	123	22	123	0	0	0	123
Cemetery Extensions	0	0	0	0	0	500	0	500	500
Sub-Total	987	(237)	750	49	750	2,404	237	2,641	3,391
Waste Strategy									
North Perth Recycling Centre	22	0	22	0	22	0	0	0	22
Ladywell Landfill & Blairgowrie Transfer Station (Regular)	0	134	134	0	134	250	(134)	116	250
	22	134	156	0	156	250	(134)	116	272
Support Services									
PC Replacement & IT Upgrades	261	(58)	203	203	203	1,215	58	1,273	1,476
Sub-Total	261	(58)	203	203	203	1,215	58	1,273	1,476
Property Division									
DDA Adaptation & Alteration Works Programme	456	(65)	391	23	391	1,425	65	1,490	1,881
Crematorium	60	0	60	0	60	0	0	0	60
Property Compliance Works Programme	721	(42)	679	2	679	3,900	42	3,942	4,621
Capital Improvement Projects Programme	379	265	644	644	644	10,800	(265)	10,535	11,179
Life Expired Building Replacement Programme	412	(239)	173	173	173	1,034	239	1,273	1,446
Perth High School - Internal Services & Refurbishment	130	(130)	0	0	0	3,782	130	3,912	3,912
Pitlochry High School - Upgrade Programme	50	0	50	0	50	2,764	0	2,764	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 t	310	0	310	53	310	1,170	0	1,170	1,480
Salix Expenditure Programme	120	0	120	47	120	0	0	0	120
Revenue Contribution (CEEF)	(60)	0	(60)	0	(60)	0	0	0	(60)
Third Party Contributions (Salix)	(60)	0	(60)	0	(60)	0	0	0	(60)
Sub Total	2,518	(211)	2,307	942	2,307	26,625	211	26,836	29,143
Commercial Property Investment Programme									
Fonab Business Park, Pitlochry - Site Servicing & Provis	210	0	210	0	210	416	0	416	626
North Muirton Industrial Estate - Site Servicing & Provisi	1,979	(280)	1,699	105	1,699	1,400	320	1,720	3,419
Western Edge, Kinross - Relief Road	6	0	6	0	6	0	0	0	6

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

	Approved Budget Report 1	Proposed Budget Adjustment Report 2	Revised Budget Report 2	Actual to 31-Oct-16	Projected Outturn	Approved Budget Report 1 Future Years Report 2	Proposed Budget Adjustment Report 2 Future Years Report 2	Approved Budget Report 2 Future Years Report 2	Revised Budget Report 2 TOTAL
	2016/17 (£'000)	2016/17 (£'000)	2016/17 (£'000)	2016/17 (£'000)	2016/17 (£'000)	2016/17 (£'000)	2016/17 (£'000)	2016/17 (£'000)	2016/17 (£'000)
Western Edge, Kinross - Site Servicing	181	0	181	13	181	0	0	0	181
Crieff - Employment Land/Advance Unit Provision	0	0	0	0	0	700	90	790	790
Additional Investment in Serviced Industrial Land & Sme	0	0	0	0	0	50	2	52	52
Creative Industries Business Incubator	0	0	0	0	0	250	0	250	250
CPI Development & Implementation	0	0	0	0	0	135	(135)	0	0
Revenue Contribution	0	0	0	0	0	0	0	0	0
Sub-Total	2,376	(280)	2,096	118	2,096	2,951	277	3,228	5,324
Prudential Borrowing Projects									
Wheeled Bin Replacement Programme - Domestic Bins	145	24	169	138	169	705	(24)	681	850
Wheeled Bin Replacement Programme - Commercial Bi	12	0	12	1	12	81	0	81	93
Wheeled Bin Replacement Programme - 140L Bins	452	0	452	256	452	176	0	176	628
Recycling Containers, Oil Banks & Battery Banks Repla	118	0	118	36	118	346	0	346	464
Capital Receipts - Disposals	0	(1)	(1)	(1)	(1)	0	0	0	(1)
Litter Bins	50	0	50	0	50	200	0	200	250
Vehicle Replacement Programme	1,936	(29)	1,907	495	1,907	18,347	29	18,376	20,283
Capital Receipts - Vehicle Disposals	(189)	0	(189)	(107)	(189)	(1,818)	0	(1,818)	(2,007)
Third Party Contribution	(20)	10	(10)	(10)	(10)	0	0	0	(10)
Energy Conservation & Carbon Reduction - Waste Red	104	(65)	39	0	39	0	0	0	39
Energy Conservation & Carbon Reduction Programme	433	(175)	258	44	258	600	240	840	1,098
Corporate Asset Management - SNAPPI	200	(72)	128	10	128	300	72	372	500
POP - 2 High Street Essential Compliance & Improve	3,551	0	3,551	3,551	3,551	0	0	0	3,551
Revenue Contribution (CEEf)	(102)	0	(102)	0	(102)	0	0	0	(102)
POP - IT HUB, Carpenter House Essential & Improve	18	0	18	0	18	0	0	0	18
POP - Pullar House Office Redesign & Ancillary Works	37	0	37	0	37	0	0	0	37
Canal Street Car Park Improvements	1,695	0	1,695	186	1,695	0	0	0	1,695
Revenue Contribution (Car Park Reserve)	(960)	0	(960)	0	(960)	0	0	0	(960)
Crematorium - Memorial Garden Enhancement	7	0	7	2	7	57	0	57	64
Crematorium - Abatement Works	25	0	25	0	25	2,072	0	2,072	2,097
Street Lighting Renewal - LED & Column Replacement	1,180	0	1,180	472	1,180	7,867	0	7,867	9,047
Perth Harbour - Dredging	0	80	80	0	80	790	(80)	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	1,000	0	1,000	0	1,000	0	0	0	1,000
Sub Total	9,692	(228)	9,464	5,073	9,464	35,303	237	35,540	45,004
TOTAL: THE ENVIRONMENT SERVICE	44,345	(3,919)	40,426	16,103	40,426	278,376	3,924	282,300	322,726
HOUSING AND COMMUNITY CARE									
Travellers Sites Regeneration									
Gypsy Traveller Transit Sites	150	0	150	0	150	0	0	0	150
Community Care									
Housing with Care - Communal Facilities	345	(345)	0	0	0	0	345	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
Dalweem RHE - Refurbish Communal Areas	325	0	325	253	325	0	0	0	325
Revenue Contribution	(318)	0	(318)	0	(318)	0	0	0	(318)
Developing Supported Tenancies	229	(229)	0	0	0	0	229	229	229
Letham Wellbeing Hub	0	0	0	0	0	2,850	0	2,850	2,850
Relocation of Area Office to Former Rannoch Road Day	264	0	264	231	264	0	0	0	264
Refurbish & Extend Lewis Place Day Care Centre for OI	0	0	0	0	0	368	0	368	368
Software Licence Charges	100	0	100	58	100	550	0	550	650

PERTH AND KINROSS COUNCIL
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	Approved Budget Report 1 2016/17 (£'000)	Proposed Budget Adjustment Report 2 2016/17 (£'000)	Revised Budget Report 2 2016/17 (£'000)	Actual to 31-Oct-16 2016/17 (£'000)	Projected Outturn 2016/17 (£'000)	Approved Budget Report 1 Future Years £'000	Proposed Budget Adjustment Report 2 Future Years £'000	Approved Budget Report 2 Future Years £'000	Revised Budget Report 2 TOTAL £'000
Occupational Therapy Equipment	291	0	291	76	291	1,500	0	1,500	1,791
Council Contact Centre	87	(38)	49	13	49	235	38	273	322
Sub-Total: Housing & Community Care	1,488	(612)	876	641	876	5,744	612	6,356	7,232
TOTAL: HOUSING & COMMUNITY CARE	1,488	(612)	876	641	876	5,744	612	6,356	7,232
CORPORATE AND DEMOCRATIC SERVICES									
ICT Infrastructure & Replacement and Upgrade Program	2,146	(746)	1,400	459	1,400	0	0	0	1,400
Extension to EDRMS	53	0	53	10	53	12,310	746	13,056	13,109
Sub-Total	2,199	(746)	1,453	469	1,453	12,310	746	13,056	14,509
Prudential Borrowing Projects									
Online Services & MyAccount	376	0	376	0	376	924	0	924	1,300
Mobile Working Review	358	0	358	0	358	920	0	920	1,278
Sub-Total: Prudential Borrowing	734	0	734	0	734	1,844	0	1,844	2,578
TOTAL: CORPORATE AND DEMOCRATIC SERVICE	2,933	(746)	2,187	469	2,187	14,154	746	14,900	17,087
TOTAL COMPOSITE NET EXPENDITURE	68,724	(4,777)	63,947	26,329	63,947	441,821	4,782	446,603	510,550
(NET OF GRANTS, REVENUE AND 3RD PARTY CONTRIBUTIONS, AND RING FENCED RECEIPTS)									
CAPITAL RECEIPTS									
General Capital Grant - Scottish Government	(11,750)	(500)	(12,250)	(8,302)	(12,250)	(91,980)	500	(91,480)	(103,730)
Developer Contributions	0	0	0	0	0	(13,000)	0	(13,000)	(13,000)
General Fund - Capital Receipts/Disposal	(1,138)	(34)	(1,172)	0	(1,172)	(3,364)	34	(3,330)	(4,502)
Commercial Property - Capital Receipts/Disposal	(1,676)	591	(1,085)	(696)	(1,085)	(2,445)	(899)	(3,344)	(4,429)
General Fund Housing Receipts	(3)	(5)	(8)	(5)	(8)	(16)	0	(16)	(24)
Total: Capital Receipts	(14,567)	52	(14,515)	(9,003)	(14,515)	(110,805)	(365)	(111,170)	(125,685)
Annual Composite Borrowing Requirement	54,157	(4,725)	49,432	17,326	49,432	331,016	4,417	335,433	384,865
CAPITAL RECEIPTS BROUGHT FORWARD	(1,788)	0	(1,788)	(1,788)	(1,788)	(2,282)	296	(1,986)	(1,788)
CAPITAL RECEIPTS CARRIED FORWARD	1,088	(311)	777	2,366	777	1,776	326	2,102	893
TOTAL NET COMPOSITE BORROWING REQUIREMENT	53,457	(5,036)	48,421	17,904	48,421	330,510	5,039	335,549	383,970

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

	Approved Budget Report 1 2016/17 £'000	Proposed Budget Adjustment Report 2 2016/17 £'000	Revised Budget 2016/17 £'000	Actual to 31-Oct-16 2016/17 £'000	Projected Outturn Report 2 2016/17 £'000	Approved Budget Report 1 2017/18 £'000	Proposed Budget Adjustment Report 2 2017/18 £'000	Revised Budget Report 2 2017/18 £'000	Approved Budget Report 1 2018/19 £'000	Proposed Budget Adjustment Report 2 2018/19 £'000	Revised Budget Report 2 2018/19 £'000	Approved Budget Report 1 2019/20 £'000	Proposed Budget Adjustment Report 2 2019/20 £'000	Revised Budget Report 2 2019/20 £'000	Approved Budget Report 1 2020/21 £'000	Proposed Budget Adjustment Report 2 2020/21 £'000	Revised Budget Report 2 2020/21 £'000	Revised Budget TOTAL £'000
Council House New Build Programme Pitlochry, Lower Oakfield - 6 Units Council Tax (Second Income) Scottish Government Subsidy	10		10	0	10	0		0	0		0	0		0	0	0	0	10
	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	0	0
Alyth, Springbank Road (Phase 2) - 11 Units Council Tax (Second Income) Scottish Government Subsidy	10	0	10	0	10	0	0	0	0	0	0	0	0	0	0	0	0	10
	594	(7)	587	513	587	0		0	0		0	0		0	0	0	0	587
	0		0	0	0	0		0	0		0	0		0	0	0	0	0
Balbeggie - 16 Units Council Tax (Second Income) Scottish Government Subsidy	594	(7)	587	513	587	0	0	0	0	0	0	0	0	0	0	0	0	587
	39		39	3	39	0		0	0		0	0		0	0	0	0	39
	0		0	0	0	0		0	0		0	0		0	0	0	0	0
Jeanfield Road, Perth (Phase 4) - 14 Units Council Tax (Second Income) Scottish Government Subsidy	39	0	39	3	39	0	0	0	0	0	0	0	0	0	0	0	0	39
	13	7	20	0	20	0		0	0		0	0		0	0	0	0	20
	0		0	0	0	0		0	0		0	0		0	0	0	0	0
Old Mill Road, Blairgowrie - 7 Units Council Tax (Second Income) Scottish Government Subsidy	13	7	20	0	20	0	0	0	0	0	0	0	0	0	0	0	0	20
	82	0	82	62	82	0	0	0	0	0	0	0	0	0	0	0	0	82
	0		0	0	0	0		0	0		0	0		0	0	0	0	0
Glennarm Road Council Tax (Second Income) Scottish Government Subsidy	811		811	4	811	500		500	0		0	0		0	0	0	0	1,311
	(160)		(160)	0	(160)	0		0	0		0	0		0	0	0	0	(160)
	(456)		(456)	0	(456)	0		0	0		0	0		0	0	0	0	(456)
Innmo Avenue, Perth Council Tax (Second Income) Scottish Government Subsidy	195	0	195	4	195	500	0	500	0	0	0	0	0	0	0	0	0	695
	1,830	(19)	1,811	178	1,811	189		189	0		0	0		0	0	0	0	2,000
	(320)		(320)	0	(320)	0		0	0		0	0		0	0	0	0	(320)
Calms Crescent, Perth Council Tax (Second Income) Scottish Government Subsidy	(912)		(912)	0	(912)	0		0	0		0	0		0	0	0	0	(912)
	598	(19)	579	178	579	189	0	189	0	0	0	0	0	0	0	0	0	768
	1,060	0	1,060	232	1,060	0	100	100	0		0	0		0	0	0	0	1,160
Future Developments Council Tax (Second Income) Scottish Government Subsidy	(456)		(456)	0	(456)	0		0	0		0	0		0	0	0	0	(456)
	444	0	444	232	444	0	100	100	0	0	0	0	0	0	0	0	0	544
	2,546	(134)	2,412	0	2,412	2,914		2,914	2,996		2,996	3,076		3,076	18,158	18,158	18,158	29,556
Total Council House New Build	0		0	0	0	0		0	0		0	0		0	0	0	0	0
	2,546	(134)	2,412	0	2,412	2,914	0	2,914	2,996	0	2,996	3,076	0	3,076	18,158	18,158	18,158	29,556
	4,521	(153)	4,368	992	4,368	3,603	100	3,703	2,996	0	2,996	3,076	0	3,076	18,158	18,158	18,158	32,301
Increase in Council House Stock Council House Buy-Backs Scottish Government Subsidy	1,473	844	2,317	2,183	2,317	1,000	(354)	646	1,000		1,000	1,000		1,000	1,000		1,000	5,963
	(385)	(480)	(875)	0	(875)	0		0	0		0	0		0	0		0	(875)
	1,088	354	1,442	2,183	1,442	1,000	(354)	646	1,000	0	1,000	1,000	0	1,000	1,000	0	1,000	5,088
Lock-ups and Garage Sites	2,030	87	2,117	633	2,117	1,697		1,697	0		0	0		0	0	0	0	3,814
Standard Delivery Plan Central Heating and Rewiring Works Double Glazing Controlled Door Entry Kitchen Modernisation Programme	3,814		3,814	1,725	3,814	1,700		1,700	1,750		1,750	1,500		1,500	757		757	9,521
	1,791		1,791	1,025	1,791	950		950	1,000		1,000	300		300	400		400	4,441
	1,115		1,115	24	1,115	10		10	10		10	10		10	10		10	1,155
	732		732	201	732	25		25	25		25	25		25	600		600	1,407

	Approved Budget Report 1 2016/17 £'000	Proposed Budget Adjustment Report 2 2016/17 £'000	Revised Budget Report 2 2016/17 £'000	Actual to 31-Oct-16 2016/17 £'000	Projected Outturn Report 2 2016/17 £'000	Approved Budget Report 1 2017/18 £'000	Proposed Budget Adjustment Report 2 2017/18 £'000	Revised Budget Report 2 2017/18 £'000	Approved Budget Report 1 2018/19 £'000	Proposed Budget Adjustment Report 2 2018/19 £'000	Revised Budget Report 2 2018/19 £'000	Approved Budget Report 1 2019/20 £'000	Proposed Budget Adjustment Report 2 2019/20 £'000	Revised Budget Report 2 2019/20 £'000	Approved Budget Report 1 2020/21 £'000	Proposed Budget Adjustment Report 2 2020/21 £'000	Revised Budget Report 2 2020/21 £'000	Revised Budget Report 2 TOTAL £'000
Bathroom Modernisation Programme	374		374	152	374	15		15	15		15	65		65	65		484	
External Fabric	1,890		1,890	1,505	1,890	799		799	1,400		1,400	800		800	0		4,889	
Energy Efficiency	1,184		1,184	6	1,184	2,936		2,936	3,134		3,134	900		900	500		8,654	
Multi Storey Flats	742		742	48	742	2,443		2,443	105		105	0		0	100		3,390	
Environmental Improvements	480	300	780	434	780	400		400	400	(300)	100	400		400	400		2,080	
Fire Precaution Measures	44		44	0	44	30		30	350		350	249		249	50		723	
Total Standard Delivery Plan	12,166	300	12,466	5,120	12,466	9,308	0	9,308	8,189	(300)	7,889	4,199	0	4,199	2,882	0	2,882	36,744
Other Investment in Council House Stock																		
Multon Shops Development	737		737	618	737	0		0	0		0	0		0	0		737	
Total Major Adaptations to Council House Stock	153		153	15	153	250		250	250		250	250		250	250		1,153	
St Catherine's Road	114		114	121	114	0		0	0		0	0		0	0		114	
Glengary Road	10		10	9	10	0		0	0		0	0		0	0		10	
Former General Fund Tied Accommodation	68		68	62	68	0		0	0		0	0		0	0		68	
12 Nimmo Place, Perth	156		156	113	156	0		0	0		0	0		0	0		156	
Shops & Offices	75		75	0	75	75		75	75		75	75		75	75		350	
Greyfriars and satellites	123		123	4	123	0		0	0		0	0		0	0		123	
Sheltered Housing	10	9	19	19	19	0		0	0		0	25	(9)	16	0		35	
Sheltered Housing - Housing Add'l Support	365		365	0	365	576		576	0		0	0		0	0		941	
Exchange General Capital Works	156		156	24	156	160		160	160		160	160		160	160		796	
Upgrade and Replacements to Lifts Programme	16	8	24	7	24	0		0	0		0	150	(8)	142	0		166	
ICT Expenditure	137		137	11	137	50		50	50		50	50		50	50		337	
Mortgage to Rent - Less Scottish Government Grant	402		402	68	402	250		250	250		250	250		250	250		1,402	
	0		0	0	0	0		0	0		0	0		0	0		0	
Total Other Investment in Council House Stock	2,522	17	2,539	1,071	2,539	1,361	0	1,361	785	0	785	935	(17)	918	785	0	785	6,388
Total Net Expenditure	22,327	605	22,932	9,999	22,932	16,969	(254)	16,715	12,970	(300)	12,670	9,210	(17)	9,193	22,825	0	22,825	84,335
CAPITAL RECEIPTS	(450)	(550)	(1,000)	(891)	(1,000)	0		0	0		0	0		0	0		(1,000)	
OTHER INCOME	(10)		(10)	0	(10)	0		0	0		0	0		0	0		(10)	
CFOR	(4,073)		(4,073)	0	(4,073)	(3,407)		(3,407)	(3,787)		(3,787)	(3,875)		(3,875)	(4,197)		(19,339)	
TOTAL BORROWING REQUIREMENT	17,794	55	17,849	9,108	17,849	13,562	(254)	13,308	9,183	(300)	8,883	5,355	(17)	5,318	18,628	0	18,628	63,986

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		136		136	
		(966)		(966)		(966)
<u>Add Income</u>						
Interest credited to the Fund	1		1		1	
Contribution from Revenue Budget	0		0		0	
		1		1		1
Projected Closing Balance as at 31 March 2017		<u><u>269</u></u>		<u><u>269</u></u>		<u><u>269</u></u>

Capital Programme Exceptions Report 2016/2017

November 2016

Service	Total No of projects	Number on track	Number slipping	Number accelerating	Total %age spend (excluding HRA)	
ECS	28	28	0	0	Projected Outturn as percentage of 2016/17 Budget approved 22 June 2016	108%
CDS	4	3	1	0	Net Expenditure at 30 September 2016 as percentage of Revised 2016/17 budget	41%
HCC	47	45	1	1		
TES	87	80	6	1		
TOTAL	166	156	8	2		

Service	Project Name	Target Date for Completion	Project Delivery on Target	Budget Adjustment	Comments	Corrective Actions
Accelerated Projects						
TES	Blairgowrie Transfer Station	December 2016	Yes	Reflected in narrative in Main report paragraph: 3.4.6	After initial issues with initiating the project due to a shortage in the availability of the necessary civil engineering expertise, this has been sourced externally and allowed the project to be accelerated into 2016/17 with a planned completion date of December 2016.	Budget to be accelerated and rephased
HCC - HRA	Council House Buy-Backs	Ongoing programme of works	Yes	4.5	Excellent progress has already been made within the 2016/17 housing stock buy back programme with 19 properties purchased and 5 more due to conclude imminently. The additional Scottish Government funding of £490,000 along with a programme acceleration of £354,000 allows this progress to continue at a steady rate.	Budget to be accelerated and rephased
Slipping Projects						
HCC - GF	Unadopted Roads & Footpaths programme	Ongoing programme of works	Yes	3.4.2	Due to this programme of works being heavily dependant on frontager contribution it is anticipated that some schemes will now slip into 2017/18	Budget to be rephased
TES	A9/A85 Road Junctions Improvement Project	March 2019	Yes	3.4.3	A reprogramming of elements of the front end contract works has reduced the expenditure in 2016/17 from originally anticipated however this has no overall impact on project delivery.	Budget to be rephased
TES	Almondbank Flood Prevention Scheme	February 2018	No	3.4.4	Late design changes delayed the initial tender price submission and the subsequent value engineering exercise carried out thereafter delayed the contract award and subsequent on site start date - the reprofiling of the budget reflects this.	Budget to be rephased
TES	Alyth Environmental Improvements	May 2018	No	3.4.5	Efforts to secure the necessary external funding to deliver the full project are ongoing however until all avenues are explored the project start date is dependant on external funding deadlines.	Budget to be rephased
TES	Property Maintenance Programme	Ongoing programme of works	No	3.4.7	Due to the nature and extent of some of the works required within the Property Maintenance programme of works, these are to be undertaken during the school holidays. Remaining works originally programmed for summer 2016 will be programmed for summer 2017.	Budget to be rephased
TES	Energy Conservation and Carbon Reduction Programme	Programme of works under review	No	3.4.8	A programme of works is required and is currently being developed.	Budget to be rephased

Service	Project Name	Target Date for Completion	Project Delivery on Target	Budget Adjustment	Comments	Corrective Actions
HCC - GF	Developing Supported Tenancies	July 2017	No	3.5.1	The is ongoing dialogue over the preferred housing site for delivery of this dual purpose project - this has delayed the originally anticipated delivery programme.	Budget to be rephased
CDS	ICT Infrastructure programme	Ongoing programme of works	Yes	3.6.1	Delays in handing over the new computer room at 2 High street, Perth has had knock-on effects on other parts of the programme. Deferring the decision on the Council's WAN has also impacted the programme.	Budget to be re-phased

PERTH AND KINROSS COUNCIL

Strategic, Policy and Resources Committee

30 November 2016

Employability Strategy and Action Plan

**Report by Depute Chief Executive, Environment
(Sustainability, Strategic and Entrepreneurial Development)**

PURPOSE OF REPORT

This report presents the refreshed employability strategy for Perth and Kinross. The strategy responds to the many dynamics within this policy area and outlines a model where the Council can respond effectively and efficiently to changes at local and national level.

The strategy presents a Council approach to tackle unemployment, poverty and social exclusion through increasing employment and improving skills. The approach will enable better internal and external partnership working, along with flexibility to respond to changes to national and local policy and employment programmes.

1. BACKGROUND / MAIN ISSUES

- 1.1 Perth & Kinross is recognised as a great place to live, work and visit with continued population growth and significant creation of new businesses. Our communities have a wealth of talent and energy. Our businesses, of which 99% are small to medium enterprises, play a crucial role in the local economy and local employment. The Tay Cities Deal and Perth City Plan will attract new investment and new businesses to the area. Our young people are achieving excellent results in our schools and our positive destination outcomes are 94%, above the national average of 92%.
- 1.2 An early action will be to respond to the Tay Cities Deal “Inclusive Tay” workstream, by working with key stakeholders to develop infrastructure to ensure that Tay Cities Projects provide employment and opportunities for individuals across the region Perth and Kinross is historically and predominantly dependant on service sector industries. Wage levels of vacancies are often around the national minimum wage. However, the average weekly earnings level of £516.90 gives an annual income of £26,879 placing PKC 16th highest earning local authority area.
- 1.3 This figure hides the prevalence of low earnings, as many of the residents in Perth & Kinross commute to other local authority areas and this drives up the earnings locally.
- 1.4 In the 5 years between 2009 and 2014, Perth & Kinross has seen the establishment of 3,100 new business ventures. The 5 year business survival rate of 48.3% in Perth & Kinross is the 4th highest rate among local authority areas in Scotland.

- 1.5 Currently national policy and agencies are under review by the Scottish Government and this will impact on how we deliver services in future. In addition, the Community Empowerment Act (Scotland) 2015 will have an impact, along with the Tay Cities Deal.
- 1.6 Employment and employability contributes to many policy areas nationally and locally. The strategy complements and addresses the National Strategies such as Scotland's Economic Strategy; The Employability Framework for Scotland ('Working for Growth'); Developing Scotland's Young Workforce – Scotland's Youth Employment Strategy; Scotland's New Employability Service; The Apprenticeship Levy and Fair Work Framework 2016.
- 1.7 At the local level, employability contributes to the Single Outcome Agreement. The Council will develop the Local Outcomes Improvement Plan (LOIP) in response to the Community Empowerment Act (2015). Employability and skills will be an important consideration within these plans. At the same time, the Tay Cities Deal will be looking to develop a more regional approach to economic development, with employability a core component in achieving the "Inclusion" theme of the Cities Deal.
- 1.8 Fairness and equality of opportunity remains at the core of employability. In addition, working more collaboratively across all workstreams will further develop and strengthen the Council's commitment to the Scottish Strategy for Autism, Fair Work, the Fairness Commission, the Scottish Living Wage and Carers Positive Employment .
- 1.9 All services of the Council make a contribution to employability. As such, it is important to the values and commitment of the Council that employability is a shared and collective responsibility. This means that strong governance and a collaborative approach is required to ensure best value and shared understanding within our services. There are a number of challenges on the horizon. These include the Scottish Government's review of Enterprise and Skills agencies, the new Scotland's Employability Service and the Apprenticeship Levy. This approach will allow all services to approach these challenges proactively and intelligently, ensuring that our residents who require employability services are well served.

2. PROPOSALS

- 2.1 The Strategy is a Council approach to tackle unemployment, poverty and social exclusion through increasing employment and improving skills. This approach will enable better internal partnership working and the flexibility to respond to changes to national and local policy and employment programmes. The Council will influence policy, lever in funding and work more effectively to address local priorities. The Strategy aims to further reduce unemployment, support new entrants into the labour market, address barriers to employment and support those in employment on low incomes. This is through approaches to maximise the opportunities for inactive and underemployed citizens as well as help employers meet their future skills needs

- 2.2 Unemployment in Perth & Kinross is currently 1.2% (Source – NOMIS November 2016), this is down 1% since 2012 when this strategy was last refreshed this represents an additional 900 people in work in Perth & Kinross. Currently unemployment in Scotland is 1.8%. the only group with rising unemployments levels are those individuals with carer responsibilities. This has seen a 30% rise with an additional 300 carers currently unemployed. Employability is a shared responsibility with all services making a contribution. The Strategy and accompanying action plan (Appendix A) sets out the collective responsibilities and assigns lead responsibility for the delivery of the key actions to the service most suited to the delivery of that policy area. A refreshment of governance and groups that deliver on this strategy will further increase cross council collaboration. This will also enable an even more effective response to the changing external policy, partnerships and responsibilities.
- 2.3 School leavers will continue to be well served within the Developing the Young Workforce Strategic Framework. The Council and its Community Planning partners developed a local action plan in response to the Scottish Government's Youth Employment Strategy which was published in December 2014. Developing our Young Workforce Perth and Kinross Action Plan which was approved by this committee in June 2015 (Report No. 15/253 refers). A further progress report was submitted to this Committee in September 2016.
- 2.4 Employability services in Perth and Kinross have been well supported and will continue to be accessible to all unemployed people in Perth and Kinross. Key target areas are:
- Improving focus on Carers, who are the only group in Perth and Kinross where employment is falling. Including supporting the Scottish Government Carer Positive initiative;
 - Strategic partners will look at ways of addressing the issues of in work poverty and low wages;
 - A focus will be given to further supporting other fairness and equality frameworks, including autism, and will support the emerging work of the Fairness Commission.

3. CONCLUSION AND RECOMMENDATIONS

- 3.1 The Council is facing many changes in the employability environment and strategic areas that employability contributes to. Along with partners, the Council has an impressive track record of employability delivery and is well placed to meet these challenges. Delivery of employability is the responsibility of all services and, within the current dynamic environment, it will be important that the Council can continue to respond proactively and intelligently. This Strategy, along with improved governance and enhanced collaborative working, aims to deliver an even more effective approach to employability.

3.2 It is recommended that the Committee:

- notes the significant progress made in delivering employability in Perth and Kinross
- notes the significant external challenges due to the dynamics and reviews within national and local policy and agencies that will impact on the Council's approach to employability
- agrees to the development of a refreshed "One Council" approach to employability to meet these challenges effectively and intelligently.
- approves the revised employability strategy (Appendix A)

Author

Name	Designation	Contact Details
Laura McIntyre	Enterprise Manager	01738 475000 TESCommitteeReports@pkc.gov.uk

Approved

Name	Designation	Date
Jim Valentine	Depute Chief Executive, Environment (Sustainability, Strategic & Entrepreneurial Development)	16 November 2016

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All Council Services can offer a telephone translation facility.

1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

1. Strategic Implications

Community Plan/Single Outcome Agreement

1.1 This strategy contributes to the following Community Plan's Strategic objectives

- (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.

Corporate Plan

1.2 The wide range of support in this strategy will assist the wider community of Perth & Kinross gain help create positive and sustainable outcomes.

- (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.

2. Resource Implications

Financial

- 2.1 No additional budget requirement. Activities will be delivered by Council Services as part of core services.

Workforce

- 2.2 No additional workforce requirements. Activities will be delivered by Council Services as part of core services

Asset Management (land, property, IT)

- 2.3 There are no asset management implications.

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. An equality impact assessment needs to be carried out for functions, policies, procedures or strategies in relation to race, gender and disability and other relevant protected characteristics. This supports the Council's legal requirements to comply with the duty to assess and consult on relevant new and existing policies.
- 3.2 The function, policy, procedure and strategy presented in this report was considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome: This strategy aims to directly address inequality within protected groups including carers, people with a disability and young people therefore an EQIA will be required.

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. Under the Climate Change (Scotland) Act 2009 the Council also has a duty to demonstrate its commitment to sustainability, the community, environmental and economic impacts of its actions.

Legal and Governance

- 3.5 There are no legal implications from the activities within this report

Risk

- 3.6 Risk and the controls required to mitigate any risks will be reported through the Council's risk management process.

4. Consultation

Internal

- 4.1 Consultation was held with Housing and Community Care, Employment Development; Adult and Family Learning, Community Planning Policy Team, Employability Network Co-ordinator, ECS Developing Young Workforce, the Environment Service, Westbank projects and the Employability Board.

External

- 4.2 Consultation will take place with external employability agencies early in 2017.

5. Communication

- 5.1 Internal communication will be via Employability Board and staff Intranet. External communication will be via the Economy and Lifelong Learning Group, Employability Network and Developing Young Workforce group.

2. BACKGROUND PAPERS

Scotland Economic Strategy 2015

<http://www.gov.scot/Publications/2015/03/5984>

The Employability Frame for Scotland

<http://www.gov.scot/Resource/0040/00402275.pdf>

Developing Scotland's Young Workforce

<http://www.gov.scot/Publications/2014/12/7750>

Scotland's New Employability Service

<http://www.employabilityinscotland.com/news-events/latest-news/march-2016/march-update-on-scotlands-future-employability-services/>

The Apprenticeship Levy

<http://www.gov.scot/Publications/2016/07/5912>

Fair Work Framework 2016

<http://www.fairworkconvention.scot/framework/FairWorkConventionFrameworkSummary.pdf>

Community Planning Partnership Single Outcome Agreement

<http://www.pkc.gov.uk/CHttpHandler.ashx?id=20613&p=0>

Scottish Strategy for Autism

<http://www.gov.scot/Resource/Doc/361926/0122373.pdf>

Perth & Kinross Fairness Commission

<http://www.pkc.gov.uk/fair>

The Scottish Living Wage

<http://scottishlivingwage.org/accreditation>

Carers Positive Employment

<http://www.carerpositive.org/carers-and-employment/>

Community Empowerment Act (Scotland) 2015

<http://www.gov.scot/Topics/People/engage/CommEmpowerBill>

Tay Cities Deal

<http://www.pkc.gov.uk/CHttpHandler.ashx?id=36862&p=0>

European Social Fund

<http://www.gov.scot/Topics/Business-Industry/support/17404>

3. APPENDICES

Appendix 1 – Strategic Operational Action Plan

Appendix 2 – Police Framework

Appendix 3 – Local Frameworks

Appendix 4 – Future Frameworks

Appendix 5 – External Partners

Appendix 6 – Internal Stakeholders

Appendix 7 – Perth & Kinross 5 Stage Employability Pipeline

Appendix A - Perth and Kinross Employability Strategy

Strategic Operational Action Plan

Commitment 1: We will prepare our young people for the future			
Strategic Outcomes: • Giving every child the best Start in life • Developing educated responsible and informed citizens • Promoting a prosperous, inclusive economy		Local Outcomes: • Children have the best start in life • Young people reach their potential • People are ready for life and work • Employment opportunities for all	
Commitment	Activities	Performance Indicator	Lead Responsibility
Ensure our young people are equipped to leave school and get a job, access further or higher education, or have appropriate training opportunities Continue to build on the year on year improvements in educational attainment	Projects and interventions via the Developing Our Young Workforce	Continue working with business partners and Perth & Kinross DYW Regional Board Deliver the new Wider Achievement Standard to increase pupils participation. Increase vocational learning opportunities to senior phase pupils Engage and inform local businesses of the benefits of working with the education sector Continue to improve positive destination levels to ensure Perth & Kinross stays above national average Map current practices available in Perth & Kinross from both educational and employer perspective Introduce new Perthshire Chamber of Commerce Business Award	ECS, Schools Division

Ensure we provide a range of initiatives to provide our young people with the relevant work skills	Opportunities for all and Activity Agreements	Deliver 16+ meeting in all 10 Secondary Schools in Perth & Kinross Work with 65 individuals per year from @ Scott Street to develop Activity Agreements for 16-19 year olds Deliver LINC Group to young people engaging with Activity Agreements	ECS, Services for Children, Young People and Families
	Career Ready Programme	60 pupils and 30 employers engaged in programme Increase Work placement for pupils above 2014/15 levels Introduce new foundation apprenticeships in schools	ECS, Schools Division
	Promote & Widen the provision of Modern Apprenticeships	400 Modern Apprenticeship places to be delivered by March 2018	CE, Human Resources
Invest in Professional Traineeships	Promote and Widen the provision of Graduate Internships	50 Professional Traineeships to be delivered by March 2018	CE, Human Resources

Commitment 2: We will ensure those who are already disadvantaged are not further marginalised				
Strategic Outcome: • Giving every child the best start in life • Developing educated responsible and informed citizens • Promoting a prosperous, inclusive economy • Supporting people to lead independent, healthy and active lives	Local Outcome: • Children have the best start in life • Young people reach their potential • People are ready for life and work • Employment opportunities for all • Longer, healthier lives for all		Performance Indicator Provide individuals with “Keys to Life” by working with 32 members of the Employability Network across a 5 stage employability pipeline Provide a person centred approach to employability included work skills courses Support 30 individuals gain employment or volunteering opportunities via Horticulture vocational based learning at Westbank Enterprises, Jeanfield Road, Perth Working across the 5 Action Partnership localities within Perth & Kinross to deliver a range of services including “Leg-up to Employment” to enable individuals to move closer to employment. All employment services to work together to increase the take-up of volunteering opportunities. The Employment Initiative Team within The Hub will work to co-ordinate this work with Partners	Lead Responsibility HCC, Community Care TES, Waste Services and Community Greenspace ECS, Public Service Reform, Culture and Community Development Division All Services
	Commitment	Activities		
	Put in place effective support to help individuals move towards training and employment opportunities	Promote and encourage the activities and outcomes of the Employability Network		
	Further develop a commissioning role for Council Services which may provide opportunities for employment	Further develop the support and provision of Westbank Enterprises		
		Deliver community based adult learning opportunities including adult literacy, numeracy, ESOL, digital learning, core skills, and employability skills.		

	All Employability services to improve engagement and participation with the Employability Network	Representation of all Employability services on Employer Network partnership	All Services
	Extend the range of Training and Work placement opportunities	All services to work to create a directory of training and placement opportunities. The employment Initiatives Team within The Hub will work to co-ordinate this work with Partners	All Services
Support Young people with an Autism Spectrum Condition into employment	Deliver the commitment of the Perth & Kinross Strategy for Autism Employer engagement work experience Aligning with mainstream provision Lever in additional funding to support those with ASC. Engage with all PKC Secondary schools	Identify and engage with individuals aged 16-25 years to offer employability support including Modern Apprenticeships Networking in the local area and engaging with local employers. Aligning with the 'Work it', the work placement guidance from education Secure Additional funding from Autism Strategy (Innovation and Development Fund)	HCC, Planning & Performance management

Commitment 3: We will support the unemployed.				
Strategic Outcome: • Developing educated, responsible and informed citizens • Promoting a prosperous, inclusive economy • Supporting people to lead independent, healthy and active lives • Giving every child the best start in life		Local Outcome: • Young people reach their potential • People are ready for life and work • Employment opportunities for all • Longer, healthier lives for all • Children have the best start in life		
Commitment	Activities	Performance Indicator	Lead Responsibility	
Complement the work of Job Centre Plus through more intensive one-to-one coaching and help improve employability chances through customised training and job brokering Work with partners across the Tay City Deal project to maximise Job opportunities for Perth & Kinross residents	Lead on the delivery of a ESF Employability Pipeline in Perth and Kinross	Establish an internal and external provider 5 Stage Employability Skills Pipeline in Perth & Kinross via the European Social Fund.	TES, Planning	
	Further develop the one-to-one coaching and advice service available via The Hub	Work with 281 individuals in 2016/17 to offer one-to-one employability support with the view to 196 finding paid employment and a further 74 in other positive destinations.	TES, Enterprise	
	Establish the ESF Hub outreach service within, Rattray, Blairgowrie, Letham and Fairfield	Work to engage with the English speaking migrant labour community. Over the lifespan of the project, (Aug 16-Dec 18) aim to work with 435 individuals with tailored employability support to enable 195 to move into a positive destination	TES, Enterprise	
	Provide industry work experience through vocational based sectoral training	Commission the delivery of 3 skills academy programmes per year, with a view to assisting a total of 36 individuals gain appropriate vocational training to enable 45% of candidates to move into paid employment.	TES, Enterprise	

	Identify job opportunities in the local and travel to work area of Perth & Kinross and market these to the community	Co-ordinated by The Hub, deliver a Vacancy Management service to fill 128 newly identified employment opportunities within the local and travel to work area of Perth & Kinross.	All Services
	Instigate the establishment of Inclusive Growth pilot project similar to the North Ayrshire initiative	Work with Angus, Dundee and Fife Councils to identify the need of an Inclusive Growth project via Tay City Deal. Application to be submitted by End of October 2016.	TES, Enterprise
	Be an ambassador for Perth & Kinross and ensure best value and opportunity for Perth & Kinross via the Tay City Deal projects	Participate in the Tay City Deal Stakeholder Engagement Events in Sept 2016. Assist in the review of application to the Tay City Deal project proposal bids by January 2017	TES, Enterprise

Commitment 4: Work innovatively with business and our partners to help them grow and create more jobs			
Strategic Outcome: • Promoting a prosperous, inclusive economy • Supporting people to lead independent, healthy and active lives • Giving every child the best Start in life • Developing educated responsible and informed citizens	Local Outcome: • Thriving, expanding economy • Employment opportunities for all • Young people reach their potential • People are ready for life and work • Longer, healthier lives for all • Children have the best start in life		
Commitment	Activities	Performance Indicator	Lead Responsibility
Investing expertise through an effective enterprise support network Co-ordinate public sector employer engagement with larger employers	Support the activities of Business organisations such as the Perthshire Chamber of Commerce, Federation of Small Businesses, Lets Network Perth etc.	Help facilitate and encourage participation in Business and Enterprise Month in November 2016	TES, Enterprise
	Deliver Business Support services through an effective network of support agencies	Business Advisor to identify 12 new employment opportunities via the Business Support Networks	TES, Enterprise
	Work to establish co-ordinated employer engagement within Perth & Kinross	Consult and collaborate with other Employer services to create a co-ordinated employer engagement route within Perth and Kinross.	All
		Promote the Gold Employer Award to local employers who provide well paid employment opportunities to disadvantaged groups	HCC
Encourage the creation of a greater number of higher paid, higher skilled jobs Encourage more private sector take-up of recruitment incentives	Promote the Scottish Living Wage accreditation	Via our various employer networks, aim to increase the Scottish Living Wage Accreditation by 10% in 2016/17	ALL Services
	Utilise the Perth & Kinross Recruitment Incentive to encourage employers to pay the living wage	Provide wage incentives to local provider to recruit 10 individuals paid at the Scottish Living wage rate of £8.25	TES, Enterprise
	Work with employers to promote the various Perth & Kinross Council incentives to recruit low skilled and unemployed individuals within Perth & Kinross	Provider wage incentives to local Employers to Recruit 35 individuals into employment.	All Services

Commitment 5: We will lever more employment benefits from public sector investment			
Strategic Outcome: • Giving every Child the best Start in life • Developing educated responsible and informed citizens • Promoting a prosperous, inclusive economy • Creating a safe and sustainable place for the future		Local Outcome: • Children have the best start in life • Young people reach their potential • People are ready for life and work • Thriving, expanding economy • Longer, healthier lives for all • Attractive welcoming environment	
Commitment	Activities	Performance Indicator	Lead Responsibility
Capitalise on our capital investment programmes where possible to generate labour demand in the local economy	Early engagement with contractors and programme managers	Identify opportunities for Community Benefit Clause with the purchase of Perth & Kinross Council Services and capital projects. Attend meet the buyer events for significant capital projects within Perth & Kinross	All Services
	Work with procurement team to ensure maximum use of Community Benefit Clauses within the commissioning of services across the council.	Work with all services to meet the commitments of Community Benefit Clauses for Perth and Kinross Council projects Work with Kilmac Construction to meet the commitment to employ 6 young people with barriers to employment for the duration of the Mill Street development Work to develop a Community Benefit commitment and Action Plan with Balfour Beatty on the A9/A85 project in November 2016.	
Use Community Benefit Clauses to support local employment and training			All Services

Promote Fair work through the council's employment policies and practices	Assess our HR Policies and practices against the Fair Work principles improvement plan	Implementation of a fair work improvement plan	CEHR	
	Fair Work and Fairness Commission Inclusive recruitment policy Flexible working Policies	The review of our Recruitment & Selection Policy will include an assessment of the new Disability Confident Scheme Level 3.	TES SCOD	

Commitment 6: Ensure appropriate governance and management systems are in place to deliver the strategy			
Strategic Outcome: - Giving every child the best Start in life - Developing educated, responsible and informed citizens - Promoting a prosperous, inclusive economy - Supporting people to lead independent, healthy and active lives	Local Outcome: - Children have the best start in life - Nurtured and supported families - Young people reach their potential - People are ready for life and work - Thriving, expanding economy - Employment opportunities for all - Longer, healthier lives for all		Lead Responsibility All Services
	Commitment Implement the Employment Strategy and Action Plan through robust joint planning and management arrangements in Perth & Kinross Establish a robust monitoring framework Ensure adequate service provision across all stages of the employability pipeline	Activities Develop effective arrangement for implementing the strategy. Re-instate a Local Employability Partnership to lead the monitoring and actions of the Perth & Kinross Employability Strategy Further Develop the current ESF management information system to enable effective reporting against strategic objectives Conduct an up-to-date map and review of the current employability activities and service provision across Perth & Kinross	
Performance Indicators Establish a partnership of Council services delivery partners to review and monitor the performance of the aims and objectives of the Perth & Kinross Employability Strategy		Work with ESF Programme Officer to investigate a development of ESF management information by Jan 2016 Review the current employability landscape in Perth & Kinross in April 2017	TES, Enterprise TES, Enterprise

Improve communication and information flow between local partners Improve Information and Communication within the community of Perth & Kinross	Utilise digital and social media to communicate information to strategic employability partners and employers	Work with Employability Services internal and external to create an inclusive and easy to use portal for all Employability products and services. May 2017	All Services
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Policy Framework

Currently national policy and agencies are under review by the Scottish Government and this will impact on how we deliver services in future. The Community Empowerment Act (Scotland) 2015 will also have an impact as well as the Tay Cities Deal. In addition, the Brexit vote in 2016 may impact on ESF funded programmes. This strategy aims to be responsive to change and agile in response to the dynamics within this policy area.

Employment and employability contributes to many policy areas nationally and locally. This Strategy complements and addresses the following:

National Frameworks

Scotland's Economic Strategy

Scotland's Economic Strategy (2015) emphasises a "One Scotland Approach" with the public, private sector, third sector, universities and colleges working together to achieve the Scottish Government's vision for Scotland's economy and society.

The strategy aims "to make Scotland a more successful country, with opportunities for all to flourish, through increased sustainable economic growth".

The strategy focuses on two objectives, boosting competitiveness and tackling inequality and they will be achieved by focusing on four priorities (the four I's):

- **Investing** in our people and our infrastructure in a sustainable way
- Fostering a culture of **innovation** and research and development
- Promoting **inclusive growth** and creating opportunity through a fair and inclusive jobs market and networks
- **Internationalisation** to boost our trade and investment, influences and networks.

The Employability Framework for Scotland ('Working for Growth').

This framework brings employability and economic development agendas closer, and encourages further alignment of employability services and skills for the benefit of both individuals and employers.

There is an emphasis on improving performance and joint employability outcomes within Single Outcome Agreements; skills pipelines; better quality national training programmes, community benefit policies within procurement, enhanced funding arrangements and the inclusion of third sector involvement and delivery models.

Developing Scotland's Young Workforce – Scotland's Youth Employment Strategy

Developing Scotland's Young Workforce (DYW), was launched in January 2013. Its remit was to explore how we might develop a modern, responsive and valued system for vocational training and emulate the labour markets of the best performing European countries.

The Commission's final report was published on 3 June 2014 and set out 39 recommendations, all of which built upon the Scottish Government's Economic Strategy, the introduction of Curriculum for Excellence and the extensive reforms of Post 16 Education.

Implementing the recommendations of the Commission for Developing Scotland's Young Workforce to drive the creation of a world class vocational education system aims to reduce youth unemployment by 40% by 2021.

The Perth & Kinross regional employer led DYW Board was established in March 2016 and its Youth Employment Strategy aims to:

- Support employers to engage directly with schools and colleges.
- Encourage the recruitment of more young people, including through Modern Apprenticeships.
- Equip young people with the skills local business needs.
- Give young people access to better and more flexible work experience opportunities.
- Encourage more young people to set up their own business or become self-employed.
- Focus in particular on young people who need extra support, come from disadvantaged backgrounds, have a disability or face other barriers in getting into work.

Scotland's New Employability Service

In one of the first exercises of devolved powers under the Scotland Act 2016, the Scottish Government will begin to deliver new employment support programmes from April 2017.

The two new services will provide employment support to disabled people and those with long term health conditions; Work First Scotland will deliver employment support for up to 3,300 disabled people, working with existing DWP providers of Work Choice in Scotland.

Work Able Scotland, managed by Skills Development Scotland, will ensure up to 1,500 starts for people with a health condition who want to enter work. These 12 month transitional arrangements are ahead of a full Scottish programme of employment support commencing from April 2018 and will provide continuity of support for those who need it most.

The Apprenticeship Levy

On 25 November 2015, it was confirmed in the Chancellor's Autumn Statement that a mandatory Apprenticeship Levy for larger employers is to be implemented from April 2017. The levy will be set at a rate of 0.5 per cent of an employer's wage bill and be paid through Pay As You Earn (P.A.Y.E).

CoSLA estimates that the Apprenticeship Levy could cost local authorities £24m per annum (based on total wage bills 2015/16 including Teachers) and have agreed not to be supportive of a mandatory Apprenticeship Levy.

The Council employs 76 apprentices in 2016 at an approximate cost of £875,000 per annum in wages and training costs.

PKC has continued investing in apprenticeships in challenging financial times and increasing budget pressures.

The Council will pay around £680k per annum towards the apprenticeship levy. PKC and other local employers who are involved with the DYW remain committed to their Modern Apprenticeship programmes as a proven way to bring young talent into their businesses. There were 880 Modern Apprentices across Perth and Kinross in 15/16 with 77% 16-24 year old. The majority are with small employers.

Fair Work

The Scottish Government is advancing their Fair Work agenda by producing the **Fair Work Framework 2016**. Fair Work is defined as work that offers **effective voice, opportunity, security, fulfilment and respect**.

The framework aims to ensure there are more good quality, well-paid jobs at all levels throughout the public, private and third sectors.

Tasked with learning from national and international research and leading edge practice, the Convention will provide

- Independent advice to the Scottish Government on all matters relating to Fair Work, including:
- Progressive workplace policies which improve productivity and innovation
- Employee voice, engagement and lifelong learning
- Best practice in industrial relations to encourage constructive dialogue in a range of different sectors and workplaces
- Enhanced discussions between unions, employers, public bodies and Government departments
- Potential extension to collective and sectoral bargaining in Scotland
- Increased levels of gender equality and workplace democracy across the private, public and third sectors
- The Living Wage and other aspects of fair remuneration

The independent Fair Work Commission established by SG will develop the Framework and promote its implementation across all sectors within Scotland.

The Council is showing leadership in this area, taking early action to progress the Fair Work Agenda, consulting with staff and unions in PKC to assess the Council's employment framework against the Fair Work principles.

The Scottish Strategy for Autism

The Scottish Government launched The Scottish Strategy for Autism in November 2011 with the vision that *"individuals on the autism spectrum respected, accepted and valued by their communities and have confidence in services to treat them fairly so that they are able to have meaningful and satisfying lives"*.

Perth & Kinross Council is implementing the 26 recommendations which are key to achieving the vision within the timescales of the Strategy. The goals are divided into three parts; Foundations (by 2 years), Whole Life Journey (by 5 years) and Holistic Personalised Approaches (by 10 Years). This will be achieved by supporting people with autism by assisting them through training, creating opportunities and improving access to the workplace.

The **'Autism Work Experience'** project provides appropriate transition from senior school age to adult life. The work experience programme covers every locality in Perth and Kinross. It provides work experience placements for pupils from all secondary schools, pupils are supported by the third sector and placement provided by Perth and Kinross Council.

The **'Easing the Move'** project will pick up on those unable to move into adult services, increase their skills over a period of one to two years, improve independent living skills, employment readiness skills, self-regulation skills and provide further education opportunities.

Local Frameworks

Perth & Kinross Community Planning Partnership aims to:

“Build a confident and ambitious Perth & Kinross, to which everyone can contribute and in which all can share. We will create and sustain vibrant, safe, healthy and inclusive communities in which people are respected, nurtured and supported and where learning and enterprise are promoted.”

Employability aims are:

- Our school leavers leave school well prepared for the world of work, and the growing numbers of unemployed young people are supported into positive destinations.
- Our most disadvantaged residents farthest from the labour market, and possibly with complex needs, are given the right assistance to help them towards employment.
- Those out of work for shorter periods, particularly young people, are helped back into work as quickly as possible
- Our residents are sufficiently mobile that they can take advantage of all employment opportunities regardless of location.
- Employers across the public, private and voluntary sectors work together to ensure those who most need employment are given an equal opportunity to compete for jobs
- The number and quality of jobs in our area grows sustainably.

The Perth & Kinross Community Planning Partnership Single Outcome Agreement

The overarching aim of our Community Plan/Single Outcome Agreement is to provide the best possible outcomes by providing leadership for Perth & Kinross through collaborative and partnership working to design and deliver better services. In order to create and sustain a better quality of life and opportunity for all Perth & Kinross citizens, the Partnership has established 5 Strategic Objectives and 12 Local Outcomes, one of those being Employment Opportunities for All.

Perth City Plan

In July 2015, Smart Growth for Perth City – 2015 to 2035 was launched. It aims to inspire businesses and public sector leaders to help deliver actions in, and for, the economic benefit of the city and the wider city region.

The plan is a long-term project to be implemented over 15-20 years. However, programmes of short-to-medium term actions have been agreed and will drive change over the next 5 years in four key areas:-

- Economic prosperity and enterprise

- Knowledge and learning
- The Perth experience
- The visitor economy

The delivery plan is framed around these themes and, for each of them, “big moves” are defined together with the actions required to deliver them.

European Social Fund 2014-2020

Perth & Kinross Council has secured a 4 year investment of over £5.6m to address poverty and help local people back into work.

Sixty percent of this funding will be covered by the Council and local delivery partners, with the remaining 40% balance being met by the ESF grant.

The award is for 2 strategic interventions, employability (which has been awarded £4.6M) and Social Inclusion and Poverty Reduction. Both The Environment Service (TES) and Housing and Community Care (HCC) have a delivery role in these projects:

The Environment Service aims to:

- promote sustainable and quality employment and support labour mobility;
- provide direct routes to sustainable employment for unemployed and inactive people with multiple barriers;
- increase the skills and labour market opportunities for employed people with multiple barriers.

Housing and Community Care Service aims to:

- support active inclusion through activity including the promotion of equal opportunities and active participation
- increase the financial capacity of the most disadvantaged individuals and households;
- increase the number of disadvantaged participants from workless, lone parent and low income households through positive employment or training outcomes;
- enable disadvantaged communities to develop long-term solutions to increase active inclusion and reduce poverty;
- increase the sustainability and capacity of Scotland’s social economy to deliver support to the most disadvantaged areas and groups;
- support and encourage social innovation ideas and solutions.

Autism Spectrum Condition (ASC) Modern Apprenticeship Scheme

The ASC Modern Apprenticeship programme provides young people with an ASC an employment opportunity that allows them to use their skills to make a valuable contribution in the workplace. This allows those with an ASC to be an active and valued part of society. This provides significant psychological and social benefits and helps them achieve their highest potential, as they interact with colleagues and grow to become more confident and competent in their abilities.

Future Frameworks

Local Outcomes Improvement Plan

The Community Empowerment Act (Scotland) 2015 states that Community Planning Partnerships (CPPs) must publish a Local Outcomes Improvement Plan (LOIP). The LOIP will supersede the current Community Plan / Single Outcome Agreement (SOA) 2013-2023 in setting out the vision for Perth and Kinross, and can continue to be referred to as the Community Plan.

The Act requires CPPs to:

- act with a view to reducing inequalities of outcomes which result from socio-economic disadvantage
- take account of the needs and circumstances of persons residing in the area of the local authority

A LOIP is expected to be sharply focused on where improvement is needed and what that difference will look like. It must set out:

- The local outcomes to which priority is to be given by the CPP
- A description of the proposed improvement in the achievement of the outcomes
- The period within which the proposed improvement is to be achieved
- A description of the needs and circumstances of persons residing in the area
- CPPs must submit their LOIP to Scottish Government by October 2017.

The LOIP will not change our vision set out in our Community and Corporate Plans. The 5 Strategic Objectives of the current Community Plan have been agreed by all partners and are widely used in delivering their own plans.

The LOIP should state clearly and specifically what will be different for communities as long-term outcomes in 10 years; and the contributory outcomes, indicators and targets by which progress towards these will be demonstrated over the short (1 year) and medium (3 years) terms.

This strategy will enable us to respond more effectively at local level and ensure no duplication of effort.

The Fairness Commission

The Community Planning Partnership and Perth & Kinross Council established a Fairness Commission to build on the consensus across public organisations, employers and communities of the need to tackle poverty and stubborn inequality, to transform people's lives.

The Perth & Kinross Fairness Commission has representatives from local communities, including those with national experience, business, Community Planning Partners and the Third Sector, and is supported by two independent advisers and is chaired by an elected member.

The Commission is meeting regularly within the community and local community groups over the course of 2016, with the view to produce recommendations in Spring 2017 for Community Planning Partners to take forward.

The strategic partners will engage with the commission to agree future employability support and actions.

Living Wage

Scottish Living Wage Accreditation Initiative aims to increase the number of employers who are recognised for paying their staff the Living Wage and therefore enabling workers to adequately provide for themselves and their families.

Perth & Kinross Council became a Living Wage Accredited Employer on 1 April 2016. This promotes the benefits it provides to individuals and employers of paying staff at least the Living Wage set by the Living Wage Foundation. Payment of the Living Wage offers a number of business benefits to employers, such as enhancing the quality of the work of their staff, improved loyalty and customer service, improved attendance and retention rates. It is a significant indicator of an employer's commitment to fair work practices and an important factor in helping to eliminate in-work poverty which will benefit individuals and families in our community.

The strategic partners will promote the living wage to employers that they engage with.

Carer Positive Employer

Carer Positive is a Scottish Government funded initiative which has been developed with the support of a strong partnership of private, public and voluntary sector organisations in Scotland. Carer Positive aims to encourage employers to create a supportive working environment for carers in the workplace.

Caring can impact on people across the whole working age spectrum. It tends to hit a peak at an age when many employees will have gained valuable skills and experience. Over 75% of Council employees are aged over 30 and as the population ages, and the number of carers rises, the effects of losing carers from the workforce will grow. Losing carers from the workforce is not only damaging to individuals and their families, but also damaging to employers and the wider economy.

Perth & Kinross Council became a Carer Positive employer on 15 February 2016. This will enhance the Council's reputation as an 'employer of choice' for the growing number of people who might need to work in a more flexible manner, thereby recruiting from a wider pool of people with valuable skills and experience.

Tay Cities Deal

The four local authority areas of Dundee, Perth, Angus and North East Fife are represented in the Tay Cities Region. Together with Scottish Enterprise, they have

formed a strategic partnership to prepare a formal bid to the Scottish and UK Governments for funding under the City Deal programme.

VisitScotland, Skills Development Scotland, Chambers of Commerce and a wide cross section of private sector businesses are showing commitment and support to the Tay Cities Deal.

The UK and Scottish Governments' approach to City Deals is led by a set of principles that will:

- Put cities and their hinterlands in control of the economic opportunities and challenges they face
- Work across local enterprise and local authority boundaries, sectors, and professions – bringing together governments, cities, neighbouring authorities and local business leaders
- Give real power to city authorities so they can create economic growth

The bid represents a balance between “hard” infrastructure investment and a number of transformational collaborative initiatives. The collaborative initiatives focus on the delegation/devolvement of powers and budgets to create new infrastructure and new employment opportunities required to deliver economic growth.

The bid content will be focussed on four key themes: -

- **Connected Tay**
- **Innovative Tay**
- **International Tay**
- **Inclusive Tay**

This strategy allows us to respond to the Tay Cities Deal “Inclusive Tay” workstream. An early action will be to work with key stakeholders on projects to complement the Tay Cities Deal.

External Partners:

The Department for Work and Pensions (DWP)

The DWP is responsible for welfare, pensions and child maintenance policy. It is the UK's biggest public service department and administers the UK's range of working age, disability and ill health benefits as well as the State Pension.

The Work Programme, was the welfare-to-work scheme from 2010-2015 supporting the long-term unemployed into work. This initiative was delivered within Scotland by Ingeus and Working Links. The Scotland Act 2016 and devolvement of responsibility for this programme are a step change in our relationship with DWP. Skills Development Scotland will deliver part of this programme for one year from April 2017 whilst plans for the programme from 2018 are agreed with the Scottish Government.

Job Centre Plus (JCP)

JCP is the main UK government agency providing services that support people of working age from welfare into work, and offer employers a route to fill vacancies via the Universal Job Match site.

- It has the remit to engage with employers nationally and locally and through this to increase the number of vacancies available to workless people.
- It is the referral agency for the current national government welfare-to-work initiatives
- It has responsibility for the payment of benefits to working age workless people and the phased introduction of Universal Credit.

Skills Development Scotland (SDS)

The role of this agency is within the scope of the review of the skills and enterprise agencies in Scotland. SDS provides a wide variety of services for employers, individuals and training providers. SDS contracts with training providers to deliver the national training programmes - Modern Apprenticeships and Employability Fund. It offers a variety of incentives to employers including training grants and recruitment incentives and individuals can access careers advice and support in redundancy situations.

In response to the devolution of the former Work Programmes, SDS will deliver on behalf of the Scottish government, a one year transitional programme (Work Able), which aims to secure up to 1,500 jobs for people with a health condition who want to enter work.

Skills Development Scotland delivers:

- Employability Fund – up to 12 weeks targeted and vocational training
- Scotland Employer Recruitment Incentive (SERI) - available to employers taking on young unemployed people age 16 to 29 years
- The Modern Apprenticeship programme

- Careers Information Advice and Guidance services
- The My World of Work website

Perth College UHI

Provides a wide range of Higher and Further education courses, centrally in Perth, by distance learning and in local learning centres across Perth and Kinross. As a major provider of learning services it makes a significant contribution to developing and raising the employability skills of individuals across the local authority area.

Third Sector interface

The Council and other partners procure employability services from the Third Sector and they themselves provide volunteering and employment opportunities. The Third Sector delivers:

- Employability services/programmes
- Social enterprises which can provide employment, training & volunteering opportunities
- Volunteering opportunities

Perthshire Chamber of Commerce and the Federation of Small Businesses

PCoC and FSB broadly represent the local business community. In relation to employability they promote recruitment incentives and modern apprenticeships among their membership. Perthshire Chamber has indicated they are keen to develop work experience programmes with local schools.

Employers

Large employers in the public and private sectors (including the Council) play a vital role in providing employment opportunities. Partnership working with employers such as Scottish and Southern Energy (Barnardo's Works) has been successful. There is opportunity to build on this success and also utilise community benefit clauses within procurement to maximise positive outcomes.

In Perth & Kinross, the role of small employers is vital and an early outcome for this strategy will be to improve collaboration with small businesses.

Internal Stakeholders

Corporate and Democratic Services - Human Resources Division

The Council is a significant employer of young people. An original target of employing 250 Modern Apprentices and 25 graduate places by 2017 has already been exceeded with 299 MAs employed and 40 graduates.

The Human Resources division is:

- Responsible for the successful delivery of the Council's Modern Apprenticeship programme for 16-24 years.
- Delivering a graduate recruitment programme for individuals
- Delivering work placement opportunities in partnership with external local providers.
- Maintaining the Council's Investors in Young People Gold Award

The Environment Service

The Environment Service leads on Economic Development and regeneration. Employability is key to this agenda, contributing to economic growth, increasing prosperity and ensuring all communities can be more vibrant places. The Environment Service:

- promotes enterprise and company growth to expand the local employment base.
- engages with employers and encourages employers to engage with programmes offered by the Council and national partners.
- Provides economic intelligence linking demand and supply sides of the labour market, focusing on ensuring those living in regeneration areas have equal access to economic opportunity.
- Delivers employability programmes including the Employment Hub and outreach services
- Develops employability opportunities within TES supply chain
- Leads on development of the employability strategy and promotes a co-ordinated approach to employability within the Council
- Works with other authorities via the Scottish Local Authorities Economic Development (SLAED) people group.
- Manages the Programme Management Office for PKC's European Social Fund programme.

TES will provide the secretariat for a new and invigorated Employment Connections Partnership, multi-agency group which will focus on delivering services to workless and low paid individuals not supported by other agencies. It has a particular responsibility to encourage innovative service delivery for the wider community of Perth and Kinross.

Education and Children's Services:

Delivers a curriculum increasingly focused on developing skills for work and meeting pupils needs more effectively, there is as much emphasis on developing skills as on the creation of knowledge and understanding. Every teacher is responsible for developing core skills in every young person.

ECS Provides:

- Regional leadership of the Developing Young Workforce strategy and plan which delivers on the 37 national recommendations. Partners include Perth College UHI, P&K Schools and Colleges partnership, Skills Development Scotland, Industry Sector Groups, the Scottish Government and Scottish Enterprise.
- Opportunities for All / Activity Agreements which works with those young people who have least chance of achieving a positive destination on leaving school.
- Adult and Family Learning that includes support with literacy, numeracy, English for Speakers of Other Languages (ESOL), digital learning, core skills and employability skills through community based opportunities and in response to locality priorities. Learners are predominantly those with poor educational experience and those furthest from the labour market.

Housing & Community Care:

The Housing & Community Care (HCC) team led the way in creating an Employability Pipeline in Perth & Kinross. They established the Perth & Kinross Employability Network in 2011 and this is now a strong network of statutory and voluntary sector organisations.

Going forward, it is planned that this network would be a network that joins up all the employability services in the Perth and Kinross area helping avoid duplication and providing a clear offer to clients that includes improved individualised support

HCC:

- provides, funds and commissions services for a diverse range of individuals with complex needs who may be furthest from the labour market.
- supports those involved with Community Safety and Community Payback, the homeless, care leavers, people with a history of mental illness, learning or physical disability, or substance misuse.
- provides support via services such as the Rural Mental Health Day Services, the Welfare Rights team, and their Employment Support Team.
- The Procurement Team work with Council suppliers to realise community benefits from the Council's supply chain. Where appropriate this includes access to employment and training within the suppliers' workforce.

Perth & Kinross 5 Stage Employability Pipeline

Full Provider list

Stage1	Stage 2	Stage 3	Stage 4	Stage 5
@Scott Street	@Scott Street	@Scott Street	@Scott Street	@Scott Street
Apex Scotland	Apex Scotland	Apex Scotland	Apex Scotland	Apex Scotland
Autism Initiatives	Autism Initiatives	Autism Initiatives	Autism Initiatives	Autism Initiatives
Breath	Barnardos	Barnardos	Barnardos	Barnardos
Capability Scotland	Breath	Breath	Breath	Breath
CATH	Capability Scotland	Capability Scotland	Capability Scotland	Capability Scotland
Eclips	CATH	CATH	CATH	CATH
Enable	Eclips	Care Centre of Excellence	Care Centre of Excellence	Elevator
Gateway Enterprise	Enable	Eclips	Eclips	Enable
Giraffe	Gateway Enterprise	Enable	Enable	Gateway Enterprise
Logos youth project	Giraffe	Gateway Enterprise	Gateway Enterprise	Giraffe
Mindspace	Lifeskills Centres	Giraffe	Giraffe	IDTC Ltd
NHS	Logos youth project	IDTC Ltd	IDTC Ltd	Goal Training
Perth College UHI	Mindspace	Lifeskills Centres	Goal Training	Lifeskills Centres
PKAVS	NHS	Logos youth project	Lifeskills Centres	Logos youth project
Perth & Kinross Council	Perth College UHI	Mindspace	Logos youth project	Mentor Scotland
Plus Perth	PKAVS	NHS	Mentor Training	Mindspace
Princes Trust/YMCA	Perth & Kinross Council	Perth College UHI	Mindspace	NHS
PUSH	Plus Perth	PKAVS	NHS	Perth College UHI
SCYD	Princes Trust/YMCA	Perth & Kinross Council	Perth College UHI	PKAVS
Skills Dev Scotland	PUSH	Plus Perth	PKAVS	Perth & Kinross Council
Shaw Trust	Rathbone CI	Princes Trust/YMCA	Perth & Kinross Council	Plus Perth
Six Circle	SCYD	PUSH	Plus Perth	Princes Trust/YMCA
Tayside Forensic Voices	Skills Dev Scotland	Rathbone CI	Princes Trust/YMCA	PUSH
Triage	Shaw Trust	SCYD	PUSH	Rathbone CI
	Six Circle	Skills Dev Scotland	Rathbone CI	SCYD
	Tayside Forensic Voices	Shaw Trust	SCYD	Skills Dev Scotland
	Triage	Six Circle	Skills Dev Scotland	Shaw Trust
		Tayside Forensic Voices	Shaw Trust	Six Circle
		Triage	Six Circle	Tayside Forensic Voices
			Tayside Forensic Voices	Triage
			Triage	

CATH – Churches Action of the Homeless
 IDTC - ID Training Company
 NHS – National Health Service

PKAVS - Perth & Kinross Association of Voluntary Services
 SCYD - Strathmore Centre for Youth Development
 YMCA – Young Men's Christian Association

Perth and Kinross Council

Employability Strategy

An Interim Council approach to Employability and Skills

November 2016



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Introduction

This Strategy is a Council approach to tackle unemployment, poverty and social exclusion through increasing employment and improving skills. This approach will enable better partnership working and the flexibility to respond to changes to national and local policy and employment programmes. We aim to prevent people falling into unemployment, support new entrants into the labour market, address barriers to employment and support those in employment to sustain employment. We aim to maximise the opportunities for individuals on low incomes and help employers meet their future skills needs.

Economic Context

Perth & Kinross is a great place to live with continued population growth and significant creation of new businesses. Our communities have a wealth of talent and energy. Our businesses, of which 99% are small to medium enterprises, play a crucial role in the local economy and local employment. There are real opportunities via our Tay Cities Deal and Perth City Strategy to attract new investment and new businesses to the area. Our young people are achieving excellent results in our schools and our positive destination outcomes are 94%, above the national average of 92%.

Perth & Kinross has consistently been in the top quartile for economic activity and low unemployment levels in the working age population. However, there are significant and persistent pockets of unemployment, poverty and “Working Poor”. Although unemployment levels have reduced, Perth City North and Perth City Centre wards have consistently recorded levels above or equal to the Scottish national average of 2.2%. Of the benefit claimants in Perth & Kinross, 51.3% are resident in Perth City. People with caring responsibilities are the only group that has seen a decrease in employment levels.

In Perth & Kinross, there is a concentration of seasonal and traditionally low paid employment opportunities within the hotel, hospitality and food services, retail and personal services sectors.

Economic progress to date

Economic activity levels are currently 82.6%, ranking the area the 4th highest in Scotland. Our benefit claimant count has been fluid, with numbers reducing slightly in 2012 only to dip again early 2013. Since Autumn 2013 numbers have consistently improved quarter on quarter.

Claimant count age profile improvements

Age Group	June 2012		June 2016*		Progress (reduction in Claimant Nos.)
Working Age Total	2,190	2.4%	1,050	1.1%	-52%
16-17	5	0.2%	0	0%	-100%**
18-24	660	6.0%	230	2.0%	-65%
25-49	1,160	2.5%	545	1.2%	-53%
50+	365	1.2%	275	0.9%	-25%

*June 2016 figures include Universal Credit claimants.

**Figures for this Age Group are unreliably small and, due to their rounding, the resulting percentage progress marker should be treated with care
Source: NOMIS

Benefit claimant changes

Benefit	Q4 2012		Q4 2015		Progress (reduction in Claimant Nos.)
Main out of work	8,320	9.1%	6,840	7.4%	-18%
Job Seekers	1,980	2.2%	910	1.0%	-54%
Employment Support Allowance	5,350	5.8%	5,180	5.6%	
Lone Parent	690	0.8%	590	0.6%	-3%
Carers	920	1.0%	1,200	1.3%	-14%
					30%

Source: DWP Benefits (NOMIS)

Perth and Kinross is historically and predominantly dependant on service sector industries. Wage levels of vacancies are often around the national minimum wage. However, the average weekly earnings level of £516.90 gives a respectable annual income of £26,879, placing PKC 16th highest earning Local Authority area.

This figure hides the prevalence of low earnings, as many of the residents in Perth & Kinross commute to other local authority areas and this drives up the earnings locally. It is also thought that the increasing number of self-employed people has inflated this figure.

In the 5 years between 2009 and 2014 Perth & Kinross saw 3,100 new business ventures established. The 5 year business survival rate of 48.3% in Perth & Kinross is the 4th highest rate among local authority areas in Scotland.

Distance travelled

Since April, 2012 the Council Employability Services have achieved:

Corporate and Democratic Services

- 303 modern apprenticeships places
- 40 graduate employment places

Education and Children's Services

- 210 activity agreements
- 117 activity agreement positive outcomes
- 94.2% attainment levels
- 316 participated in basic computer skills sessions
- 99 pupils and 39 employers participated in Career Ready programmes
- 45% increase of school pupils participating in Vocational Skills Programmes

Housing & Community Care

- 166 individuals supported to gain or sustain employment
- 1,815 individuals supported via the 33 members of the Employability Network
- 50 individuals were given Mental Health employability support (with an additional 30 closures), an increase from 30 in 2012.
- 130 individuals supported into Positive Designations, including volunteering, independent travelling or work skills placement.

The Environment Service (inclusive of Westbank Enterprises)

- 1,536 participants given one-to-one employability support
- 55 work experience support
- 898 job outcomes
- 428 created due to our Employer Recruitment Incentives
- 51 Skills Academy job outcomes

Policy Framework

Currently national policy and agencies are under review by the Scottish Government and this will impact on how we deliver services in future. The Community Empowerment Act (Scotland) 2015 will also have an impact as well as the Tay Cities Deal. In addition the Brexit vote in 2016 may impact on ESF funded programmes. This strategy aims to be responsive to change and agile in response to the dynamics within this policy area.

Employment and employability contributes to many policy areas nationally and locally. This strategy complements and addresses the following:

National Frameworks (Appendix 2)

- Scotland's Economic Strategy
- The Employability Framework for Scotland ('Working for Growth')
- Developing Scotland's Young Workforce – Scotland's Youth Employment Strategy
- Scotland's New Employability Service
- The Scottish Strategy for Autism
- The Apprenticeship Levy
- Fair Work

Local Frameworks (Appendix 3)

- Perth & Kinross Community Planning Partnership
- Perth & Kinross Community Planning Partnership Single Outcome Agreement
- Perth City Plan
- European Social Fund 2014-2020
 - Perth & Kinross Environment Service
 - Perth & Kinross Housing and Community Care
- Autism Spectrum Condition Modern Apprentice Scheme

Future Frameworks (Appendix 4)

- Local Outcome Improvement Plan
- The Fairness Commission
- Living Wage Accreditation
- Carer Positive Employer
- Tay Cities Deal

Partnerships

The Council works with a number of key partners to deliver employment outcomes in Perth and Kinross. From early 2017, we are expecting a significant shift in the employability landscape due to a review of partner organisations, additional devolved responsibilities and new ways of working. An early action of this strategy is to re-engage with key partners and revive the partnership structure following consultation with our stakeholders. This will include re-visiting the local employment partnership model, more partners included in the employability board and refreshing employability input into the Economy and Lifelong Learning Outcome Delivery Group. The employability board will act as the Local Employment Partnership. Additional partners e.g. Skills Development Scotland, Jobcentre Plus, PKAVS etc. will be invited to join the board to enhance the strategic partnership working.

External Partners (Appendix 5)

- The Department of Work and Pensions (DWP)
- Job Centre Plus (JCP)
- Skills Development Scotland (SDS)
- Developing Scotland's Young Workforce Board
- Perth College UHI
- Third Sector Interface
- Perthshire Chamber of Commerce
- Federation of Small Businesses
- Employers

Internal Stakeholders (Appendix 6)

All services in Perth and Kinross Council play a part in delivering of employability. PKC has a significant role to play as a major local employer, the education authority; a purchaser of goods and services, and a provider and commissioner of employability services.

Part 2 - Strategy

Priority Groups

In a bid to promote an inclusive Council approach to the new and refreshed Employability Strategy for Perth and Kinross, a series of discussions were held with colleagues to ensure that this strategy would truly reflect the remit of our service users as well as the needs of the local community. Appendix 1 details the actions we will take and our priority groups are:

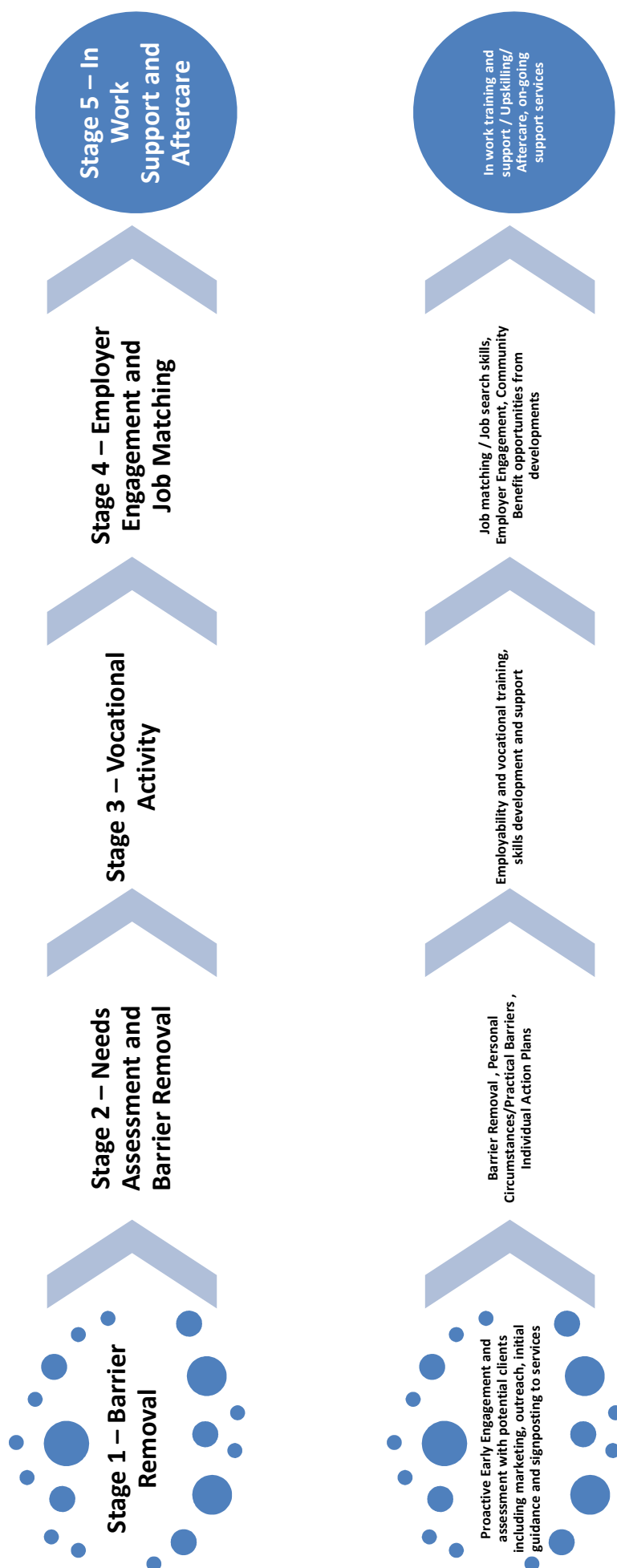
- Individuals with care responsibilities
- Young people aged 14-24 currently unemployed or at risk of becoming unemployed;
- Individuals of all ages with significant disadvantages who want or need help to find and sustain employment including mental and physical disabilities
- Unemployed individuals who reside in areas of high deprivation as identified within the Scottish Index of Multiple Deprivations (SIMD16) and data from the segmentation toolkit, Acorn;
- Support individuals and business during episodes of redundancy via Partnership Action for Continuing Employment PACE interventions;
- Those individuals that are low skilled, low paid and/or under employed.

Perth and Kinross Strategic Skills Pipeline

The strategic skills pipeline has been adopted by the Scottish Government and is now an established and recognisable method of supporting people into employment. In Perth and Kinross, this was developed and piloted by HCC and the following diagram represents how the pipeline works within Council services.

This diagram illustrates that Perth & Kinross Council and our strategic partners already deliver a vast array of diverse and effective services across a 5 Stage Employability Pipeline. However, we believe more can be done to improve outcomes through greater clarity of purpose, increased co-operation and more integration of service delivery. This will require a commitment to a Council approach within services and our Partners. Mapping of our partners' delivery of the pipeline is contained in Appendix 7. These actions are set out in summary below, and further detailed in the Action Plan appended as Appendix 1 to this Strategy document.

Perth and Kinross Employability and Skills Pipeline



Stage 1 - PKC Activities	Stage 2 - PKC Activities	Stage 3 - PKC Activities	Stage 4 - PKC Activities	Stage 5 -PKC Activities
Outreach	Activity Agreements	Skills Academies	Skills Academies	Modern Apprenticeships
Activity agreements	Peer support	Work Experience	Work Experience	Living Wage
Funded Provision	Community based Activities	Volunteering	Recruitment Incentives	Fair Work
Needs Assessment	Adult Learning	Self Employment	Welfare Rights	Redundancy /redeployment
Welfare Rights	Careers Information	Activity Agreements	Westbank Enterprises	Supported Employment

For illustrative purposes – this is not a comprehensive list

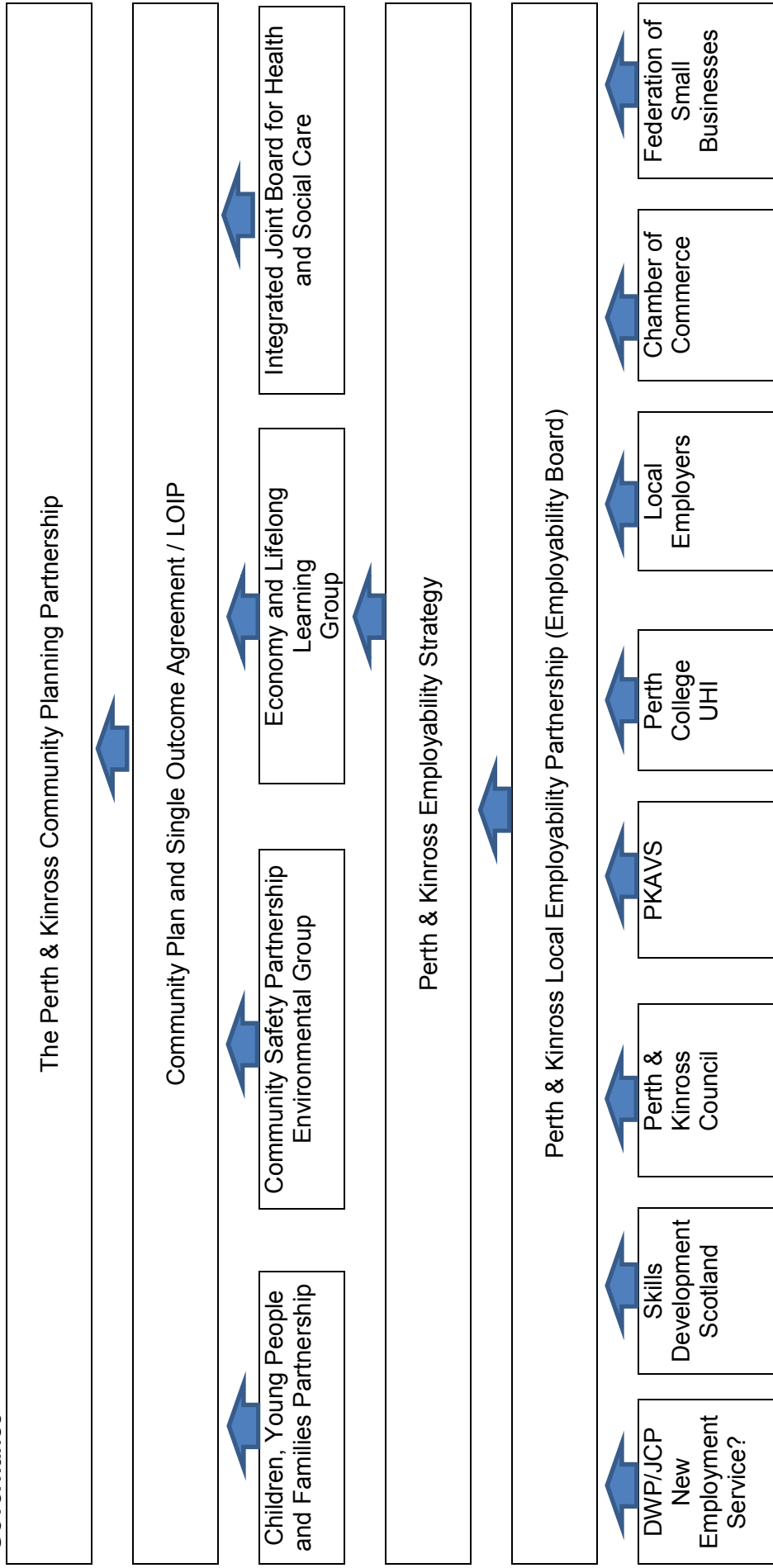
Reviewed and Refreshed Employability Commitments

Our aims are:

1. We will prepare our young people for the future by:
 - Delivering the Developing Young Workforce Strategy for Perth and Kinross
 - Continuing to build on the year on year improvements in educational attainment and accreditation levels
 - Doing all we can to ensure they are equipped to leave school and get a job, access further or higher education, or have appropriate training opportunities
 - Ensuring we provide a range of initiatives to provide our young people with the relevant work skills
 - Invest in modern apprenticeships with particular emphasis on qualifications at SVQ level 3 or above
2. We will ensure those who are already disadvantaged are not further marginalised by:
 - Putting in place effective support to help individuals move towards training and employment opportunities
 - Further developing a commissioning role for Council Services which may provide opportunities for employment
 - Supporting Young people with an Autism Spectrum Condition into employment
3. We will support the unemployed by:
 - Complementing the work of Job Centre Plus through more intensive one-to-one coaching and help improve employability chances through customised training and job brokering
 - Working with partners across the Tay City Deal project to maximise job opportunities for Perth & Kinross residents
4. We will work innovatively with businesses and our partners to help them grow and create more jobs by:
 - Investing expertise through an effective enterprise support network (Business Gateway, Perth & Kinross Council, Scottish Enterprise, Perthshire Chamber of Commerce and the Federation of Small Businesses)
 - Co-ordinating public sector employer engagement with larger employers
 - Encouraging the creation of a greater number of higher paid, higher skilled jobs

- Encouraging more private sector participation in work experience opportunities, pre-recruitment and training incentives
 - Assisting local Small Medium Enterprises to access the benefits as a result of the Modern Apprenticeship levy
5. We will lever more employment benefits from public sector investment by:
- Accelerating our capital investment programmes where possible to generate labour demand in the local economy
 - Using Community Benefit Clauses to support local employment and training
 - Promoting Fair Work through the Council's employment policies and practices
6. We will ensure appropriate governance and management systems are in place to deliver the strategy by:
- Implementing the Employability Strategy and Action Plan through robust joint planning and management arrangements in Perth and Kinross
 - Establishing a robust monitoring framework
 - Ensuring adequate service provision across all stages of the employability pipeline
 - Improving communication and information flow between local and internal partners
 - Improving information and communication with clients and potential clients

Governance



Prevention and Early Intervention

There is a focus throughout this Strategy on early intervention and prevention to ensure that the Council and key partners maximise investment and minimise the use of support services in future.

Ensuring that all our citizens are employable and being in employment has a positive effect on the following areas:

- Reduction in poverty
- Reduction in the use of council services
- Reduction in employability spending
- Capitalisation on the investment in early years, primary and secondary education
- Reduction in welfare spending
- Increased earning potential from higher qualifications
- More public sector resource through increased tax revenues

PERTH AND KINROSS COUNCIL

Strategic Policy and Resources Committee

30 November 2016

Transformation Review of Council Assets for Commercial Sponsorship

Report by the Depute Chief Executive, Environment
(Sustainability, Strategic and Entrepreneurial Development)**PURPOSE OF REPORT**

The purpose of this report is to propose a policy for Sponsorship and Advertising for the Council, and to provide an update on the progress being made with the Transformation Review of Council Assets for Commercial Sponsorship.

1. BACKGROUND

- 1.1 The review of the Council's assets for commercial sponsorship is one of the Phase 2 reviews of the Council's Transformation Programme. This review aims to take an innovative approach by using the Council's existing assets as a means of 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. The targeted income generation for this review is £50,000 per annum by 2019/2020.
- 1.2 To date work has been undertaken to research market opportunities and identify potential sponsors, drawing on learning gained from other Local Authorities across the UK, in collaboration with the Cross Council Revenue Group, a consortium of Local Authorities which work together to share information on income generation. Learning has also been gained from the Council Advertising network, a group of over 50 Local Authorities which collaborate on website advertising.
- 1.3 Opportunities for sponsorship of assets that have more likelihood for early achievement and reasonable return have been identified and prioritised. Assets were categorised into three tranches as described in paragraph 2.4 below. These included advertising on the sides of refuse collection vehicles in tranche 1, which was thought to provide the best prospect for an early income stream and assets in tranche 2 that should provide a good return in a shorter timeframe than the remaining assets. The third tranche identifies more specialist assets and ones that are harder to determine their viability or are potentially more sensitive.

2. PROGRESS UPDATE

- 2.1 A tender exercise with potential suppliers to advertise on refuse collection vehicles did not result in a bid. Unfortunately around that time, the supplier which was the leading specialist for refuse vehicle advertising went into administration. Discussion is still underway with other potential suppliers and may result in refuse collection vehicles being included in a wider package of assets with other fleet vehicles, as market feedback determined that this area of sponsorship was specialist and could benefit from being marketed together.
- 2.2 A partner with a proven track record in providing advertising and sponsorship of Local Authority assets across the UK has been procured through a Scottish Government framework agreement to progress opportunities identified in tranche 2 below. The supplier has started marketing sponsorship opportunities, aiming to generate income for the Council early in the new year.
- 2.3 Further research and market testing of tranche 3 assets are being undertaken and will be progressed following tranche 2, by February 2017, unless earlier opportunities arise.
- 2.4 An indicative list of the three tranches of assets for sponsorship is listed below:

1st Tranche	2nd Tranche	3rd Tranche
Refuse Collection Vehicles	Roundabouts	Sponsorship boards on Council buildings
	Litter bins/Dog bins	Website sponsorship
	Grit bins	Public wifi welcome page
	Lighting columns	Hi-vis vests
	Cycle lockers	Sponsorship of greenspace and parks (i.e naming rights)
	Sponsorship boards at recycling centres	Naming rights for events & locations
	Sponsorship boards at car parks	Sponsorship boards in Council building foyers
	Sponsorship boards near parks & greenspace	Large Fleet Vehicles
	Sponsorship boards on Council owned land	Small Fleet Vehicles
	Sponsorship boards outside schools	
	Sponsorship of bridges	

3. SPONSORSHIP AND ADVERTISING POLICY

- 3.1 Appendix 1 details a proposed sponsorship and advertising policy to govern contractual arrangements with suppliers and sponsors, to ensure that these arrangements support the delivery of the Council's public services and that the integrity of the Council's operations is not compromised or brought into question. The policy is based on benchmarking with other Local Authorities including via the Cross Council Revenue Group.
- 3.2 The policy has been developed with consultation from the Head of Legal and Governance Services and the Head of Democratic Services.

4. RECOMMENDATIONS

- 4.1 The Strategic Policy and Resources Committee is asked to:
- (a) Approve the Sponsorship and Advertising Policy for use by the Council.

Author(s)

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Approved

Name	Designation	Date
Jim Valentine	Depute Chief Executive, Environment (Sustainability, Strategic & Entrepreneurial Development)	16 November 2016

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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

1. Strategic Implications

Community Plan/Single Outcome Agreement

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 There are no additional financial implications arising from this report.

Workforce

2.2 There are no direct workforce implications arising from this report.

Asset Management (land, property, IT)

2.3 There are no direct asset management implications arising from this report.

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 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.

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 within this report have been considered under the terms of the act and no further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

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. 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.
- 3.6 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

Internal

- 4.1 The policy has been developed with consultation from the Head of Legal and Governance Services and the Head of Democratic Services.

External

- 4.2 Not applicable.

5. Communication

- 5.1 Communications with staff will be undertaken as the review develops.

6. BACKGROUND PAPERS

2.1 No background papers have been referred to in this report.

7. APPENDICES

- Appendix 1 – Sponsorship and Advertising Policy



PERTH AND KINROSS COUNCIL

Sponsorship and Advertising Policy

This document details the scope, principles and agreements for the Council's Sponsorship and Advertising Policy.

1. INTRODUCTION

- 1.1 The Council encourages the involvement of the private and voluntary sectors in the sponsorship of and advertising on Council assets, events or activities wherever appropriate.
- 1.2 Council sponsorship may involve the Council receiving sponsorship or advertising revenue in the form of income generation, with the intention in all cases being to support the delivery of the Council's public services.
- 1.3 Sponsorship can be advantageous for all parties, however, the Council must ensure all sponsorship and advertising agreements do not compromise or question the integrity of the Council's operations, or be associated with products /services which are inconsistent with the values or objectives of the organisation, with regard to the nature of the sponsor.

2. DEFINITION/SCOPE

- 2.1 "Sponsorship" can be defined as "a business relationship of mutual benefit involving the transference of funds, resources or services from the sponsor to the sponsored party in return for an association which is to the mutual satisfaction of both parties". To sponsor something is to support an asset, event, activity, person, or organisation financially or by providing products or services. It should be mutually beneficial.
- 2.2 Sponsorship provides the association of a sponsor's name with Council assets, events or activities. It can be particularly attractive in terms of the opportunities for media coverage and as a display of support for public services.

- 2.3 Sponsorship can help make the most of the commercial potential of the Council's tangible and non-tangible assets, allowing more productive use of existing resources and, potentially, generate an income for the Council to help reduce budgetary pressures.
- 2.4 Advertising is a form of communication used to raise awareness, encourage or persuade an audience - viewers, readers or listeners or a specific group of people – to do or believe something.
- 2.5 Advertising messages can take a variety of forms and can be viewed via a variety of traditional and new media (e.g. newspapers, magazines, outdoor advertising, direct mail and websites). A person who consumes advertising is anyone who is likely to receive a given marketing communication, whether in the course of business or not.

3. PRINCIPLES

- 3.1 The Council will adhere to the following principles when making decisions on commercial sponsorship and advertising arrangements.
- 3.2 The Council needs to ensure that the offering of different pricing strategies or discounts does not constitute financial aid.
- 3.3 The Council will seek legal, planning or other professional advice where necessary, from the Head of Legal and Governance Services and/or the Development Quality Manager.
- 3.4 Sponsorship and advertising agreements must include a statement that the Council's functions will continue to be carried out fully and impartially, notwithstanding the existence of a sponsorship arrangement.
- 3.5 The agreement will include a statement to the effect that any attempted influence of the Council's regulatory functions will result in an automatic review and/or termination of the sponsorship agreement.
- 3.6 The reputation and credibility of the Council must not be damaged by making agreements with unsuitable third parties and the form of sponsorship or advertising must be consistent with the stated objectives of the Council.
- 3.7 Agreements can be terminated by Perth & Kinross Council if conditions of this policy are not met.
- 3.8 Agreements are formed with regard to public accountability and transparency with clear statements of objectives and benefits achieved.

- 3.9 The Council will not permit any sponsorship or advertising that represents a conflict of interest or is likely to cause serious or widespread offence. There should be no real or apparent conflict between the objectives and community goals of the Council and those of the sponsor. Particular care will be taken to avoid causing offence on the grounds of race, age, religion, sex, sexual orientation or disability. Content that is not permitted for advertising or sponsorship includes, but is not limited to, content that contains, infers or suggests any of the following:
- advocacy of, or opposition to, any politically, environmentally or socially controversial subjects or issues;
 - disparagement or promotion of any person or class of persons;
 - promotion or incitement of illegal, violent or socially undesirable acts;
 - promotion or availability of tobacco products, weapons, gambling or illegal drugs;
 - advertising of financial organisations and loan advancers with punitive interest rates;
 - promotion or availability of adult or sexually orientated entertainment materials;
 - advertising that infringes on any trademark, copyright or patent rights of another company;
 - claims or representations in violation of advertising or consumer protection laws.
- 3.10 Each sponsorship and advertising proposal must be subject to a risk assessment by Perth & Kinross Council. This includes assessing:
- that the sponsorship and advertising benefits for the third party do not outweigh the level of sponsorship, meaning there should be financial reward for the Council.
 - that the type or form of sponsorship or advertising is not inconsistent with the objectives or values of the Council;
 - that any sponsorship or advertising proposal does not anticipate explicit endorsement of the sponsor or sponsor's products, as this form of proposal is not acceptable to the Council;
 - no conflict of interest arises from the sponsorship or advertising;
 - the Council has the capacity to provide adequate resources, assets and facilities to fulfil the terms of the proposed agreement;
 - Whether the sponsor has a current planning application or planning matter before the Council may cause a conflict of interest;
 - The Council should not accept sponsorship or advertising from parties subject to or likely to be subject to a dispute with the Council's regulation or planning services, companies or organisations that are in direct competition for the Council's services or who owe the Council a debt.
- 3.11 If the risk assessment concludes that the risks are unacceptably high, or the Council is receiving minimal value from the proposal, the Council should discontinue consideration of the proposal at this stage.

- 3.12 The reasons for accepting sponsorship and advertising or offers of a partnership with an agency must be openly clarified by the Council. The agreement of sponsorship must clearly provide suitable provisions to deal with issues, which could include termination or suspension of the sponsorship agreement until the matter is resolved.
- 3.13 It is expected that any individual or organisation entering into, or already in, a sponsorship or advertising agreement with the Council will disclose whether there is a current planning application or planning matter relating to them, or if the individual or organisation is involved in any current dispute with the Council.

4. PUBLIC ACCOUNTABILITY/REPORTING

- 4.1 The Council is committed to principles of open government and of public accountability, transparency and accessibility. To meet these objectives, the Council agrees that:
- Sponsorship and advertising agreements must be in the form of written agreement;
 - the Council's Sponsorship and Advertising Policy is publicly available and listed on the Council's website;
 - a public register of sponsorship and advertising agreements is maintained by the Council.

5. MARKETING AND MEDIA RELATIONS

- 5.1 The Council's communications team must be notified from the outset of all sponsorship agreements to be entered into by the Council.
- 5.2 Media relations for all sponsorship and advertising agreements (e.g. announcements of sponsorship arrangements) are undertaken on behalf of the Council by the Council's communications teams, unless otherwise agreed.
- 5.3 All media information produced by the sponsor in relation to the sponsorship must be approved by the Council's Communications teams before circulation.
- 5.4 The use of sponsors' logos and other branding must not interfere or conflict with the Council's own corporate identity, unless otherwise agreed.
- 5.5 The use of the Council's corporate identity on any sponsor's publicity must be approved by the Council's Communications teams.

6. DISCLAIMER

- 6.1 Acceptance of advertising or sponsorship does not imply any endorsement of the sponsor's products or services by the Council.

7. CONFLICT OF INTEREST

- 7.1 Council officers and elected members are required to declare in advance if they have any personal interests, involvement or potential conflict of interest with any potential sponsor. In the event of a potential conflict of interest, that officer or member will take no part in the consideration of sponsorship with that particular organisation.

8. POLICY REVIEW

- 8.1 This policy will be subject to an annual review.

PERTH AND KINROSS COUNCIL**Strategic Policy and Resources Committee****30 November 2016****Annual Risk Report 2015/2016****Report by Depute Chief Executive, Environment
(Sustainability, Strategic and Entrepreneurial Development)****PURPOSE OF REPORT**

This report submits the Annual Risk Report 2015/16 for consideration by the Committee.

1. BACKGROUND/ MAIN ISSUES

- 1.1 The effective management of risk in the Council's activities is a vital part of supporting the delivery of positive outcomes for Perth and Kinross, and is a key part of the Council's strategic improvement framework.
- 1.2 If we do not manage risk effectively, the consequences can impact on the Council's reputation, its financial position, and safety of staff and the public. However, adopting an approach which is too risk averse can deprive the Council of the opportunities to be innovative and creative, in tackling the considerable challenges facing our public services.
- 1.3 Risk Management is part of the Council's overall governance framework. Governance around local government decision-making and delivery has never been so crucial or complex, as we continue to adapt to changing circumstances and develop more diverse and ambitious ways of working with partners and with our communities.
- 1.4 Elected Members have a key role in managing risks, as well as the scrutiny of Council services in mitigating these risks. This report contains the Annual Risk Report 2015/16, for corporate risks and Service risks (Appendix 1) which demonstrates the activity undertaken to mitigate the corporate and service risks to the Council, up to 31 March 2016.
- 1.5 The corporate risks are monitored monthly by the Executive Officer Team, with each risk being presented on a programmed rolling basis, over the year. Service risks are monitored and reviewed as regular items on the agenda of Service Senior Management Teams.

- 1.6 Previously, the Annual Risk Report has been presented to Committee concurrently with the Risk Management Strategy for the following period, and this was the original intention for this year's report. However due to the increasing pace of public service reform and other factors, a much more intensive review of risk and a new approach to risk is required. This work has been delayed due to the long term absence of a key member of staff leading on this work.
- 1.7 The key drivers for a significant change in our approach are:
- The impact of public service reform, with new operational models such as the Integration Joint Board for Health and Social Care.
 - The move to more partnership based working, through Arms Length External Organisations (ALEOs) such as Culture Perth and Kinross; collaborative working with other Councils; and our changing engagement with communities through local Action Partnerships.
 - With the challenges facing the Council we need to be more entrepreneurial and commercial in our approach, to create our authorising environment, where we are highly risk aware, but not risk averse.
- 1.8 To support the review of our risk management arrangements, an Internal Audit review of the current Risk Management Strategy was carried out as part of the audit plan for 2015/16, with the scope to ensure the adequacy of corporate risk management within the Council. This audit identified a number of opportunities for the Council to develop its risk management arrangements further, to provide greater levels of assurance to senior management and Elected Members that key risks are being managed effectively. These recommendations are being factored into our new approach to risk.
- 1.9 The new Risk Strategy and Framework are currently being updated to reflect recent changes arising from the Council's Annual Governance Statement, and will be submitted for consideration by the Strategic Policy and Resources Committee and Scrutiny Committee in January 2017.

2. CONCLUSION AND RECOMMENDATION

- 2.1 Presentation of the Annual Risk Report gives the Committee an opportunity to review both the subject of corporate and service risks, and the measures being taken to manage these risks.
- 2.2 The Strategic Policy and Resources Committee Committee is asked to:
- (a) Approve the Annual Risk Report for 2015/16, detailed in Appendix 1.

Author

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Approved

Name	Designation	Date
Jim Valentine	Depute Chief Executive, Environment (Sustainability, Strategic and Entrepreneurial Development)	18 November 2016

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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

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 Not applicable

Workforce

- 2.2 Not applicable

Asset Management (land, property, IT)

- 2.3 Not applicable

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

Internal

- 3.6 The Head of Legal and Governance has been consulted in the preparation of this report.

External

- 3.7 No external consultation was required in the preparation of this report.

Risk

- 3.8 This report is entirely related to the management of risk in the organisation

4. Consultation

Internal

- 4.1 The Head of Legal and Governance, Head of Democratic Services and chief Internal Auditor have been consulted in the preparation of this report.

External

- 4.2 No external consultation was required.

5. Communication

- 5.1 Communicating this new approach to risk management will be central to embedding good practice in the organisation. Subject to approval of the report a Communications Plan will be implemented to achieve this objective

6. BACKGROUND PAPERS

No background papers were referred to.

7. APPENDICES

- Appendix 1 – Annual Risk Report 2015/16

Corporate Risk Report as at 31 March 2016

The report shows the progress update against improvement actions at 31 March 2016. The current position as at November 2016 is shown in the final column.

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Strength

A

B

C

D

Controls are working effectively
Controls require further development
Significant controls not operating effectively
Significant controls do not exist or have broken down

CORPORATE RISK 1**Support the most vulnerable in our society during welfare reform**

The Welfare Reform Act received Royal Assent on 8 March 2012. It introduces a wide range of reforms which aim to make the benefits and tax credits system fairer and simpler. The Council needs to ensure that it implements the changes from reform including helping people to move into and progress in work, while supporting the most vulnerable.

Relevant Strategic Objectives: Supporting people to lead independent, healthy and active lives; and promoting a prosperous, inclusive and sustainable economy.

Risk manager

Housing and Community Care

Risk impact with controls

4 - Major

Risk probability with controls

2 - Unlikely

Risk control effectiveness

B - Controls require further development

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions	Current – as at November 2016
Leadership					
Employment Connections Partnership in place to improve access to employment services and opportunities for sustained employment for vulnerable and disadvantaged groups and individuals living in both urban and rural areas.	Head of Planning & Development	A		Employment Connections Partnership dissolved and functions incorporated into the new Economy and Lifelong Learning Outcome Delivery Group which will oversee the delivery of actions including employability.	
Employability Strategy and Action Plan in place.	Head of Planning & Development	B	The Growing the Economy Group requested a new Economic Development Strategy in December 2015 to super cede the existing, stand-alone Employability Strategy and asked for it to be completed by the end of October 2016.	In progress. The new Economic Development Strategy and Action Plan are being drafted and should be completed by the end of October 2016. It will then be presented to the Growing the Economy Group before the Outcome Delivery Group and Enterprise and Infrastructure Committee before Christmas 2016. Resource constraints are the biggest risk to this timescale being met.	

Strength**A** Controls are working effectively**B** Controls require further development**C** Significant controls not operating effectively**D** Significant controls do not exist or have broken down

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions	Current – as at November 2016
Perth and Kinross Fuel Poverty Statement and action plan demonstrates the Council's commitment to tackle fuel poverty in Perth and Kinross by 2016.	Head of Housing & Strategic Commissioning	A		Perth and Kinross Council and its Partner agencies are taking a number of actions to address levels of fuel poverty and achieve the local outcomes set out within the Local Housing Strategy. A revised Local Housing Strategy (2016-2021) was approved at Housing and Health Committee in May 2016.	
Effective leadership by the EOT, Housing and Community Care Services Management Team and the Council wide working group.	Head of Finance & Support Services	A		Timely relevant communications and guidance to all relevant stakeholders is ongoing.	
Management					
Revenues & Benefits and Welfare Rights Business Management and Improvement Plan in place to set out current plans for managing welfare reform. Progress monitored by HCC SMT.	Head of Finance & Support Services	A		The Joint Welfare Reform Steering Group continues to be the main communication forum. All changes/issues identified are managed with timeous and effective implementation. Universal Credit began to roll out as of 25 April 2016. Plans are in place for both formal and informal, positive audit checks.	
Ongoing briefings to staff to raise awareness of current developments in welfare reform and potential impact on the Council.	Head of Finance & Support Services	A			
Money and welfare advice is available to all tenants, resident household members, sharing owners and housing applicants and provides information and advice on a range of money matters.	Head of Housing & Strategic Commissioning	A			
Rent Arrears Steering Group oversees implementation of rent arrears action plan and performance management framework.	Head of Housing & Strategic Commissioning	A			

Strength

- A** Controls are working effectively
- B** Controls require further development
- C** Significant controls not operating effectively
- D** Significant controls do not exist or have broken down

CORPORATE RISK 2 Protect vulnerable adults at risk

Public protection covers a wide range of individuals and communities. The council cannot guarantee the protection of the public as such, but can identify the circumstances and opportunities that are most likely to lead to harm and take steps that can help reduce the risk happening. This corporate risk focuses on the protection of adults at risk. Adults at risk are defined as adults aged 16 years or over who: are unable to safeguard their own well-being, property, rights or other interests; are at risk of harm; and because they are affected by disability, mental disorder, illness, or physical or mental infirmity, are more vulnerable to being harmed than adults who are not so affected.

Relevant Strategic Objectives: Supporting people to lead independent, healthy and active lives; and creating a safe and sustainable place for future generations.

Risk manager Housing and Community Care

Risk impact with controls 5 - Critical

Risk probability with controls 1 - Rare

Risk control effectiveness A - Controls are working effectively

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions	Current – as at November 2016
Leadership					
Chief Social Work Officer post in place to provide clear professional leadership and accountability.	Chief Executive	A	Chief Social Work Officer's annual report 2015 – October 15 Chief Social Work Officer's annual report 2016 – October 16	Completed. The Chief Social Work Officer's annual report was approved by Council on 7 October 2015. New Action.	
Management					
Strategic performance management and scrutiny arrangements in place, including use of self-evaluation, to ensure quality control and targets are being met.	Head of Housing & Strategic Commissioning	A			
Training and development of staff at all levels to ensure we have a skilled and competent social care workforce, able to meet the challenges the sector faces.	Senior Corporate Strategy Manager	A			

Strength

A Controls are working effectively

B Controls require further development

C Significant controls not operating effectively

D Significant controls do not exist or have broken down

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions	Current – as at November 2016
Audit and improvement processes in place including regular adult support and protection case file audits.	Head of Community Care	A	3 monthly report to Service Management – Ongoing	Ongoing. This is reported to the Service Management on a quarterly basis.	
Ongoing public awareness raising around adult and child protection issues to encourage members of the public to report any concerns to the various agencies involved.	Head of Community Care/ Head of Services for Children, Young People & Families	A	Local Engagement Workshop (Protection and Safety) – Ongoing Implement the Child Protection Committee improvement plan for 2014/15 – August 15 Implement the Child Protection Committee improvement plan for 2015-2018 – July 18	In progress. A communication plan for public awareness over the next year is to be established and a joint working group with the Adult Support and Protection Committee on public protection awareness raising. Completed. An update to the Improvement Plan was included in the CPC Standards and Quality Report 2014 - 2015, approved by the Children, Young People and Families Partnership in August 2015 and Full Council in October, with significant progress made across the majority of the high-level actions. New Action. A new three year Child Protection Committee Improvement Plan has been developed for 2015-2018, aligned with the Integrated Children's Services Plan 2013 - 2015. This new plan was approved by the CPC on 26 January 2016.	In progress: A multi-agency Communications Sub Group for Public Protection has been convened and a communications strategy devised to raise public awareness over 2016/17. This group reports progress regularly to the Child Protection Committee (CPC) The CPC will consider more localized approaches to raising community awareness and community responsibility for protecting children at its meeting in August 2016.
Regular involvement of and feedback from service users to ensure services are designed to meet their needs.	Head of Community Care	A			
Disclosure Scotland procedures in place to enhance public safety by protecting vulnerable adults through safer recruitment.	Chief Social Work Officer	A			
Appropriate Adult Scheme in place to ensure people under 17, or anyone with mental health problems or learning difficulties, has an appropriate adult present when interviewed by the Police.	Head of Community Care	A			

Strength

- A** Controls are working effectively
- B** Controls require further development
- C** Significant controls not operating effectively
- D** Significant controls do not exist or have broken down

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions	Current – as at November 2016
Multi Agency Public Protection Arrangements (MAPPA) and Multi-Agency Risk Assessment Conference (MARAC) arrangements are in place to give a consistent approach to the management of offenders across Perth and Kinross.	Head of Community Care/ Head of Services for Children, Young People & Families	A			

Strength

A Controls are working effectively

B Controls require further development

C Significant controls not operating effectively

D Significant controls do not exist or have broken down

CORPORATE RISK 3

Protect vulnerable children and families

Public protection covers a wide range of individuals and communities. The Council cannot guarantee the protection of the public as such, but can identify the circumstances and opportunities that are most likely to lead to harm and take steps that can help reduce the risk happening. This corporate risk focuses on the protection of vulnerable children and families.

Relevant Strategic Objectives: Giving every child the best start in life.

Risk manager

Education and Children's Services

Risk impact with controls

4 - Major

Risk probability with controls

1 - Rare

Risk control effectiveness

B - Controls require further development

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions	Current – as at November 2016
Leadership					
Chief Social Work Officer post in place to provide clear professional leadership and accountability.	Chief Executive	A	Chief Social Work Officer's annual report 2015 – October 15	Complete. This report was approved by Council on 7 October 15 and sent to Scottish Government.	
Effective leadership of the Children, Young People and Families Partnership (CYP&FP) to ensure we work effectively with our partners to deliver seamless services.	Director (Education & Children's Services)	A	Report progress on the Integrated Children's Services Plan – April '16	In progress. The group has been renamed the Children, Young People and Families Partnership the (CYP&FP) to reflect more fully the remit. It continues to meet four times per year as a minimum. A development workshop took place in May 2015 and key actions agreed which will be incorporated into the Integrated Children's Services Plan (ICSP). The Partnership considered a report on the impact of Health and Social Care Integration. The first six-monthly ICSP progress report was received in August 2015. The new Corporate Parenting Sub-Group will be launched in October with a full day of training by <i>Who Cares? Scotland</i>.	

Strength

A Controls are working effectively

B Controls require further development

C Significant controls not operating effectively

D Significant controls do not exist or have broken down

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions	Current – as at November 2016
Management					
Strategic performance management and scrutiny arrangements in place, including use of self-evaluation, to ensure quality control and targets are being met.	Head of Services for Children, Young People & Families	A	Children and Families Services' Management Team to undertake a services self-evaluation – September 15	Revised timescale – August 2016. A self-evaluation programme has been agreed with Team Leaders focusing on 3 Quality Indicators for services for children from <i>How well are we improving the lives of children and young people?</i> , and services for children which link with areas for improvement highlighted in the Child Protection Committee Standards & Quality Report 2014/15.	
			Further embed improvement and reporting across Children and Families' Services – Ongoing	In progress. Relevant information has been collated and compiled in the Chief Social Work Officer's Report for 2014/15 and considered by Council on 7 October. A revised and improved performance and quality assurance framework is a priority for 2015/16 and the new Service Manager who comes into post in November 2015.	
			Develop a more detailed quarterly performance management /information framework – April 16	In progress. Relevant information has been collated and compiled in the Chief Social Work Officer's Report for 2014/15 and considered by Council on 7 October. A revised and improved performance and quality assurance framework is a priority for 2015/16 and the new Service Manager who comes into post in November 2015.	

Strength

- A** Controls are working effectively
- B** Controls require further development
- C** Significant controls not operating effectively
- D** Significant controls do not exist or have broken down

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions	Current – as at November 2016
Proportionate intervention in line with GIRFEC (Getting it Right for Every Child).	Head of Education (Early Years & Primary)/ Head of Services for Children, Young People & Families	B	Deliver further training for all key staff – Ongoing	In progress. Six successful multi-agency locality events for staff and managers took place in November and the content emphasized the importance of GIRFEC in delivering the key objectives set out in the Community Plan and Integrated Children's Services Plan. Implementation of the Tayside-wide single Child's Plan and Guidance on Chronologies across Perth and Kinross has commenced from 18 April 2016. New training programmes are developed to support this and led by the ECS GIRFEC Development Officer and Child Protection Learning and Development Officer. This will be evaluated over the summer and a report prepared for the GIRFEC Strategy Group in September 2016. Staff in Services for Young People will receive training in the Named Person role and GIRFEC approaches.	In progress: A GIRFEC progress report was provided to the Children, Young People and Families Partnership in August 2016 showing that there had been very good progress on made in the plans to deliver a successful GIRFEC approach in Perth and Kinross and that our state of readiness for implementation of Parts 4 and 5 of the Children and Young People (Scotland) Act was high.
			Embed the updated integrated assessment framework across all services (multi agency) – Ongoing	In progress. The assessment framework will be reviewed by December 2016 to take account of GIRFEC processes and to reduce, align or streamline the range of meetings which plan for and review progress of children and young people.	In progress: The assessment framework will be reviewed by December 2016 to take account of GIRFEC processes and to reduce, align or streamline the range of meetings which plan for and review progress of children and young people.

Strength

- A** Controls are working effectively
- B** Controls require further development
- C** Significant controls not operating effectively
- D** Significant controls do not exist or have broken down

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions	Current – as at November 2016
Partnership working with SCRA to reduce delays to processing Children's Hearings and decision making.	Head of Services for Children, Young People & Families	B	Chair Children's Hearing Performance Group and report issues – Ongoing	In progress. Regular meetings take place with the Locality Reporter and Chair of the Children's Panel. Joint training sessions with social workers and panel members are arranged at least once per annum and in March 2016 the focus was Continuing Care and Concurrency which was positive and received well by participants. The adherence to national Time Intervals for the submission of reports to the Children's Reporter has improved and there will be a focus on consolidating this improvement over 2016/17. Two key areas of focus over 2016/17 are the relatively disproportionate referral rate from schools as a single service to the Reporter and closer examination of the reasons which lie behind applications for Child Protection Orders for children with whom Services for Children, Young People and Families are already engaged. In progress. Revision of current guidance to schools in relation to referral to reporter is underway.	In progress: Regular meetings take place with the Locality Reporter and Chair of the Children's Panel. Joint training sessions with social workers and panel members took place in March 2016 with a focus on Continuing Care and Concurrency, which was positive and received well by participants; a further event will take place in November with a focus on decisions about contact with parents. The adherence to national Time Intervals for the submission of Initial Assessment Reports and Social Background Reports to the Children's Reporter improved over 2015/16 and there is a focus on consolidating this improvement over 2016/17.
Ongoing public awareness raising around child protection issues to encourage members of the public to report any concerns to the various agencies involved.	Head of Services for Children, Young People & Families	A	Local engagement workshop (Protection and safety) – Ongoing	In progress. A Communications Group has been established and meeting regularly with a joint communications plan under development.	Completed: There is no requirement for an improvement plan but two key areas of focus over 2016/17 are: the relatively disproportionate referral rate from schools as a single service to the Reporter, and closer examination of the reasons which lie behind applications for Child Protection Orders for children with whom Services for Children, Young People and Families are already engaged. In progress: A Communications Group has been established for Public Protection and this meets regularly. A joint communications plan is being developed for 2016/17.

Strength

- A** Controls are working effectively
- B** Controls require further development
- C** Significant controls not operating effectively
- D** Significant controls do not exist or have broken down

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions	Current – as at November 2016
Regular involvement of and feedback from service users to ensure services are designed to meet their needs.	Head of Services for Children, Young People and Families	B	Develop approaches for increasing engagement with, and feedback from service users – Ongoing Develop a more structured approach to learning from collective views of children who are looked after and subject to a Child Protection Measure – Ongoing	In progress. A self-evaluation of the effectiveness of advocacy support for children who are looked after and/or whose names are included on the child protection register has been carried out. An advocacy working group has been re-established to agree principles and devise new approaches which are more systematic. Service Level Agreements with independent advocacy services will be reviewed over 2016/17 and new services commissioned in line with need and service priorities for children and young people who are looked after or in need of protection. In progress. Initial phasing of the migration is completed and systems are in place to manage PVG checking for new and existing staff members.	
Disclosure Scotland procedures in place to enhance public safety by protecting vulnerable children through safer recruitment.	Chief Social Work Officer	A	Phased introduction of the Protection of Vulnerable Groups Scheme to replace and improve upon the current disclosure arrangements – Ongoing	Completed. From August 2015 – this is reported under the Child Protection Committee Annual Improvement Plan and within the Standards and Quality Report for 2014/15.	
Child protection frameworks in place to ensure the best possible outcomes for vulnerable children.	Head of Services for Children, Young People & Families / Chief Social Work Officer	A	Further embed improvement and reporting across Children & Families' Services – Ongoing	Develop more focussed measures to improve performance in relation to Child Protection Case Conferences – Ongoing In progress: A fixed term post of Independent Chair of Child Protection Case Conferences has been created which will have the responsibility for improvement in this area. The post will be filled in November 2016 and this work will be taken forward by November 2017.	

Strength

- A** Controls are working effectively
- B** Controls require further development
- C** Significant controls not operating effectively
- D** Significant controls do not exist or have broken down

CORPORATE RISK 4 Effectively manage changing financial circumstances

We recognise that our Services need to continue to adapt to meet the changing requirements of our communities and the economic environment. There is a serious risk that the financial climate and increasing demands for services will impact on our ability to deliver our outcome targets and maintain service performance into the future.

Relevant Strategic Objectives: Giving every child the best start in life; Developing educated, responsible and informed citizens; Promoting a prosperous, inclusive and sustainable economy; Supporting people to lead independent, healthy and active lives; and Creating a safe and sustainable place for future generations.

Risk manager Chief Executive's Service

Risk impact with controls 4 - Major

Risk probability with controls 3 - Possible

Risk control effectiveness B - Controls require further development

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions	Current – as at November 2016
Leadership					
Effective corporate governance and leadership of transformation programme.	Head of Strategic Commissioning & Organisational Development	A			
Securing the Future Strategy to support the delivery of savings through revised service delivery models and ongoing improvement activities in the Council.	All Directors	A			
Reserves Strategy in place to cushion the impact of uneven cash flow, unexpected events or to meet liabilities.	Head of Finance	A			
Corporate Workforce Plan to recruit and retain high quality staff.	Director (Housing & Social Work)/ Corporate Human Resources Manager	A	Implement Corporate Workforce Plan – improvement actions Ongoing 2013-2018	In progress. The annual workforce report was approved by the Council in December 2014. Various workstreams are underway. Progress will be included in the next annual report in December 2015.	In progress. The annual workforce report Building Ambitions a 21st Century Workforce described progress at the Council in May 2016. Various recruitment initiatives are in place for hard to fill posts.
Medium Term Financial Plan setting out financial direction for the Council.	Head of Finance	A			

Strength

- A** Controls are working effectively
- B** Controls require further development
- C** Significant controls not operating effectively
- D** Significant controls do not exist or have broken down

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions	Current – as at November 2016
A Corporate Asset Management Plan in place to manage the Council's infrastructure, assets and IT.	Head of Performance & Resources/ Head of Finance & Support Services	B	Revise Corporate Asset Management Plan	In progress. Asset Management Plans for Roads and Fleet were approved at SP&R Committee in June 2015. Greenspace is scheduled for completion by June 2016. Corporate Asset Management is working with Property colleagues to produce a property asset management plan which is scheduled for completion this year. These updated Asset Management Plans will be utilised to produce an updated Corporate Asset Management Plan to inform the Council's future strategic investment.	
Management					
Financial and performance management systems in place to monitor progress and highlight any issues which are likely to have a significant impact on the Securing the Future Strategy, Medium Financial Plan, Corporate Workforce Plan and Asset Management Plan.	Head of Finance/ Director (Environment)/ Corporate Human Resources Manager	A	Quarterly monitoring to EOT and MOWG – Ongoing	In progress. Quarterly monitoring to EOT and MOWG undertaken.	
Elected Member cooperation/ collaboration in setting priorities for the future.	Head of Public Service Reform, Culture and Community Development	A			
Budget monitoring process to highlight issues which may prevent Services from delivering within planned budget.	Head of Finance	A			
Budget Review Process in line with Transformation Strategy.	Head of Finance	A			

Strength

- A** Controls are working effectively
- B** Controls require further development
- C** Significant controls not operating effectively
- D** Significant controls do not exist or have broken down

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions	Current – as at November 2016
Effective communication with members of the public around the budget process.	Head of Finance/ Head of Democratic Services	A		Inclusion in latest issue of Perth & Kinross News, web page developed and added to front page of website and social media messaging/promoted posts scheduled for coming weeks. Budget consultation commenced 1 December 2015.	Feature appeared in the Winter 2015 Perth & Kinross News in relation to the online budget calculator and information featured on the website and in social media. An update on the results was then provided in the committee report and the final budget confirmed in a press release on our website, in social media and in the Spring 2016 issue of Perth & Kinross News.

Strength
A Controls are working effectively
B Controls require further development
C Significant controls not operating effectively
D Significant controls do not exist or have broken down

CORPORATE RISK 5 Deliver the Council's Capital Programme

The Council's Capital Programme delivers a wide range of major infrastructure projects. Significant controls are in place to ensure that the Council continues to deliver this programme. Progress and levels of slippage are routinely monitored and scrutinised.

Relevant Strategic Objectives: Giving every child the best start in life; Developing educated, responsible and informed citizens; Promoting a prosperous, inclusive and sustainable economy; Supporting people to lead independent, healthy and active lives; and Creating a safe and sustainable place for future generations.

Risk manager The Environment Service

Risk impact with controls 3 - Major

Risk probability with controls 2 - Unlikely

Risk control effectiveness B – Controls require further development

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions	Current – as at November 2016
Leadership					
Effective leadership of the delivery of the programme.	Depute Chief Executive (Sustainability, Strategic and Entrepreneurial Development)	A	Implement actions from review - Ongoing	In progress. Improvements to the delivery of the Capital Programme will continue to be made and monitored.	
Financial and Service Capital Programmes in place.	Depute Chief Executive (Sustainability, Strategic and Entrepreneurial Development)	A	Develop Overall Capital Programme – Ongoing	In progress. An overall Capital Programme has been developed which contains information on project management responsibility, budget and phasing.	

Strength

- A** Controls are working effectively
- B** Controls require further development
- C** Significant controls not operating effectively
- D** Significant controls do not exist or have broken down

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions	Current – as at November 2016
Draft contract arrangements in place to take due account of the need to ensure probity in the expenditure of public money.	Head of Legal & Governance Services	B We may wish to consider downgrading this risk	Further review to be carried out as part of the Best Value Property Review and rolled out for the other types of contracts if agreed – Ongoing	Review of procurement completed December 2015. Implementation of resulting action plan is ongoing A revision of the Council Contract Rules and Guidance has commenced. Due for completion by March 2017. A Contracts Review Panel comprising the Head of Legal & Governance Services, the Chief Accountant and the Corporate Procurement Manager now fulfils the role originally envisaged for the Strategic Advisory Group. Action Complete	
Financial regulations in place to ensure that contract arrangements take due account of the need to ensure probity in the expenditure of public money.	Head of Finance	A		Biennial review to commence in 2016.	
Management					
Effective scrutiny arrangements in place to enable officers to monitor performance of Capital programme to achieve delivery. Performance arrangements established to confirm performance to EOT, Strategic Investment Group (SIG), SMTs, Corporate Resources Group (CRG) and Committee.	Depute Chief Executive Sustainability, Strategic and Entrepreneurial Development	B		In progress. Reports are considered by SIG on a bi-monthly basis. SP&R Committee approved revised report criteria (report 15/396 refers) on 23 September 2015 for the initial officer assessment of capital funded projects and revised business case templates for capital funded projects.	
A Programme Board for the programme (CRG) has been approved by EOT to monitor progress against key targets and milestones and highlight any issues which are likely to have an impact on the plan.	Depute Chief Executive Sustainability, Strategic and Entrepreneurial Development	B			

Strength

- A** Controls are working effectively
- B** Controls require further development
- C** Significant controls not operating effectively
- D** Significant controls do not exist or have broken down

CORPORATE RISK 6**Maintain security of information and prevent public sector fraud and corruption**

In response to Police Scotland advice, it is proposed that there is a new corporate risk around prevention of public sector fraud and corruption. This includes insider corruption through bribery or intimidation. Better prevention, detection and systems to prevent public sector corruption across all Council Services is essential to our approach to dealing with the current financial pressures we face. In addition, risks are identified in relation to cyber security and maintaining the safety of the Council's information.

Relevant Strategic Objectives: Giving every child the best start in life; Developing educated, responsible and informed citizens; Promoting a prosperous, inclusive and sustainable economy; Supporting people to lead independent, healthy and active lives; and Creating a safe and sustainable place for future generations.

Risk manager

Housing and Community Care

Risk impact with controls

4 - Major

Risk probability with controls

3 - Possible

Risk control effectiveness

B - Controls require further development

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions	Current – as at November 2016
Leadership					
Fraud and Corruption Policy 2006 sets out the arrangements put in place by the Council to ensure members, employees and contractors behave with honesty and integrity in all their actions in the public service.	Head of Legal & Governance Services/ Head of Finance	B	Training provided to staff to ensure they are aware of how the new policy will apply in the work place – December 15	Revised Timescale – December 16. The high level risk assessments have now been completed for the Services. Counter Fraud and Corruption elearning packages are being reviewed with a view to rolling these out throughout the Council.	
Information Management Strategy.	Head of Legal & Governance Services	B	Strategy to be re-drafted. Final version to be in place – March 16	Revised Timescale – March 17. Development of the Information Management Strategy has begun.	Development of the Information Management Strategy is underway.
Contract rules provide policy and guidance on contract and tendering activity.	Head of Legal & Governance Services	A			

**Key:
Strength**

A Controls are working effectively

B Controls require further development

C Significant controls not operating effectively

D Significant controls do not exist or have broken down

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions	Current – as at November 2016
Councillor's Code of Conduct sets out the standards of behaviour expected of Councillors in Perth and Kinross including gifts and hospitality, use of Council resources and personal conduct.	Head of Legal & Governance Services	A			
Employees' Code of Conduct sets out the standards of behaviour expected of Council employees including gifts and hospitality, use of Council resources and personal conduct.	Corporate Human Resources Manager	A	Roll out of updated e-learning module – October 15	Revised timescale - March 16. The employee Code of Conduct and accompanying managers' guidance has been implemented since 2014. The new version of the e-learning module is due to be rolled out.	Complete: eLearning Module was deployed in March 2016 with the move to Brightwave elearning. An Inside News Bulletin was issued to employees on 2 March promoting the new e-learning module.
Gifts and Hospitality Policy and Procedures introduced in 2011 to supplement the rules set out in the Council's Financial Regulations and Employee Code of Conduct.	Head of Legal & Governance Services	A			
Participation in the National Fraud Initiative and arrangements in place for investigating and reporting data matches identified by NFI.	Head of Finance/ Head of Finance & Support Services	A	Undertake data matching exercise using the electoral register to detect any potential fraud – March 16	In progress. Data matching is well progressed. Information will be available in March 2016 in respect of the initiative.	Complete: All work associated with Housing Benefit has been completed. The next data matching information is expected in November 2016 and appropriate plans are in place.
Management					
Counter Corruption Group established to ensure collaboration with Police Scotland and other agencies with an anti-crime role.	Director (Housing & Community Care)	B	Continue to maintain the Integrity Group within the Community Planning structure at a tactical level reporting to the thematic head for Community Safety who will report to the Community Safety and Environment Delivery Group and thereafter to the CPP - Ongoing	In progress. Governance arrangements include an Integrity Group chaired by the Director (Housing & Community Care) with a remit to reduce organisational vulnerabilities across services and functions through a preventative approach.	

Key:
Strength

- A Controls are working effectively
- B Controls require further development
- C Significant controls not operating effectively
- D Significant controls do not exist or have broken down

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions	Current – as at November 2016
Corporate Policy and Governance Group in place.	Head of Legal & Governance Services	A			
Risk based internal audit plan is prepared annually to provide assurance on the operation of control systems which are designed to detect fraud and irregularities.	Head of Finance	A			
Whistleblowing Procedures.	Head of Finance	A	Risk assessment training – December 15	Revised timescale - April 16. The risk assessment framework is currently being piloted. The risk assessment exercise was due to be completed by 31 December 2015, however, two Services have yet to complete risk assessments and have been requested to do so as a matter of urgency. Once complete and analysed, training will be procured and rolled out throughout the Council.	Revised timescale: December 16. The high level risk assessments have now been completed for the Services. Counter Fraud and Corruption elearning packages are being reviewed with a view to rolling these out throughout the Council.
Written procedures are in place for all significant Council activities, that incorporate the appropriate internal controls to deter fraud or corruption.	Head of Finance	B	This should form part of service risk assessments. In addition, as part of internal audit reviews, these controls will be examined and tested for adequacy and effectiveness – ongoing.	In Progress – this action will remain ongoing for the foreseeable future	
High standards in the recruitment, training and development of employees in order to ensure that all are able to reinforce the high ethical standards of the Council by their leadership and example.	Corporate Human Resources Manager	A	Review the Council's Recruitment Selection Policy and procedures including processes for vetting/screening employees – 2015	Revised timescale - March 16. The Council's Safer Recruitment Toolkit has been refreshed and is about to be piloted by Children & Families. Eric recruitment page to be relaunched.	Revised timescale: 31 October 2016 PKC is participating in the Care Inspectorate/SSSC working group revising the national guidelines for safer recruitment, launching 31 October 2016. PKC toolkit and Eric recruitment page will be relaunched to coincide with national launch. Pilot carried out in Children & Families.

Key:
Strength
A Controls are working effectively
B Controls require further development
C Significant controls not operating effectively
D Significant controls do not exist or have broken down

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions	Current – as at November 2016
			Revise corporate induction programme to highlight employee responsibilities in this area – 2015	Revised timescale - Ongoing. A refreshed Corporate Induction Programme was launched in November 2015 including updated Eric pages and a digital induction guide. Quarterly half day corporate induction events and monthly learning lunches aimed at managers providing a welcoming, supportive induction for new employees are currently ongoing.	Complete: Half day corporate induction events will continue to take place on a quarterly basis. Monthly learning lunches will continue to be offered to managers to support them with induction of new employees.
Arrangements in place for the management of information risk including an information security policy and standards.	Senior Information Risk Owner / Head of Legal & Governance Services	A	Maintain PSN Compliance annually – September 15 Awareness raising sessions and training programme – Ongoing	Completed. This action is complete and will continue to be subject to ongoing monitoring and review. In progress. The Information Security page on Eric has been amended to include general items of information security news. The Information Security e-learning module will be reviewed following its implementation in the Council's new e-learning system.	

Key:
Strength

- A** Controls are working effectively
- B** Controls require further development
- C** Significant controls not operating effectively
- D** Significant controls do not exist or have broken down

CORPORATE RISK 7**Ensure the health, safety and wellbeing of Council employees and those who are affected by the Council's work**

Perth and Kinross Council recognises its responsibilities and obligations to ensure, so far as reasonably practicable, the health, safety and wellbeing of all employees and other persons who might be affected by the Council's undertakings in accordance with the Health & Safety at Work etc. Act 1974 and associated legislation. Maintaining these health and safety standards is a key area of risk for all Council Services.

Relevant Strategic Objectives: Creating a safe and sustainable place for future generations.

Risk manager

The Environment Service

Risk impact with controls

4 - Major

Risk probability with controls

2 - Unlikely

Risk control effectiveness

B - Controls require further development

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions	Current – as at November 2016
Leadership					
Corporate Health Safety and Wellbeing Consultative Committee provides direction, a means of regular consultation between Perth & Kinross Council elected members, Chief Officers and employees through trade union representatives and a forum for the discussion of corporate health & safety matters.	Head of Performance & Resources	A			
Health, Safety and Wellbeing – Occupational Health and Safety Policy sets out how Perth & Kinross Council manages the health, safety and wellbeing of its employees and those who are affected by the organisation's work.	Head of Performance & Resources	A			

Key:**Strength**

- A** Controls are working effectively
- B** Controls require further development
- C** Significant controls not operating effectively
- D** Significant controls do not exist or have broken down

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions	Current – as at November 2016
Management					
Two monthly reporting to the Executive Officer Team on health & safety issues and policy ensures that Council's overall approach to health and safety is rigorously monitored and reviewed.	Head of Performance & Resources	A			
The Corporate Management Group has a strategic role to manage and improve health & safety performance.	Head of Performance & Resources	A			
Performance is reported as part of Corporate and Service level annual health & safety reports and quarterly reports to Service Management Teams, Corporate Management Group, Executive Officer Team and Health, Safety and Wellbeing Consultative Committee.	Head of Performance & Resources	A			
Service Health and Safety Consultative arrangements provide a means of regular consultation between Service Management representatives and employees, providing a forum for the discussion of Service health & safety matters.	Head of Performance & Resources	A			

Key:
Strength



- A** Controls are working effectively
- B** Controls require further development
- C** Significant controls not operating effectively
- D** Significant controls do not exist or have broken down

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions	Current – as at November 2016
Occupational Health Policy promotes good health at work through health screening and surveillance and preventative medical services as well as health promotion and education initiatives as appropriate.	Head of Performance & Resources	A			
Additional Management Arrangements and procedures where appropriate provide details of responsibilities in relation to topic specific hazards.	Head of Performance & Resources	A	Implementation of management arrangements – Ongoing	In progress. Management arrangements are in place on an ongoing basis.	
Health & Safety Team Co-ordinators have been identified as being responsible for ensuring activities and workplaces are assessed to identify risks and determine the suitability of preventative measures put in place and to develop Safe Systems of Work.	Head of Performance & Resources	B	Introduce and develop health and safety performance records that will clearly identify service responsibilities and use these records as an auditing tool	In progress. Each service has a programme of individual risk profile exercises which are complete. Performance Monitoring Records issued by March 2016. Performance Monitoring Records have been issued to all Health & Safety Team Coordinators.	In progress: Performance monitoring records all issued to Health and Safety Team Co-ordinators. All services assessed by Health, Safety & Wellbeing as per the information provided in their risk profile – high, med-high, medium, low medium, low. All high and med-high services will have an interim visit by an advisor to review progress of the service's highest risk areas by December 2016. Visits to those assessed as medium risk to commence January 2017.
The training needs of all employees are regularly assessed using the employee review and development scheme and where appropriate information, instruction and training on health & safety matters are provided.	Head of Performance & Resources	A			

Key:
Strength



A Controls are working effectively
B Controls require further development
C Significant controls not operating effectively
D Significant controls do not exist or have broken down

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions	Current – as at November 2016
The effective communication, by managers, of policies, procedures and safe working practice assist in achieving high standards of health & safety performance.	Head of Performance & Resources	A	Build on existing practices under the new management arrangements – Ongoing	In progress. Policies, procedures and safe working practices are regularly reviewed.	
Council premises remain safe through appropriate repair, maintenance, inspection, examination and testing regimes.	Head of Property	B	A review of all property compliance has been undertaken with a number of improvement actions identified	In progress. The Compliance Team has formally been established since late summer 2015. A review of all contracts and specifications has been undertaken leading to a revised contract strategy being proposed. Associated with this - all existing contracts are extended and the specifications reviewed and refreshed to deliver the appropriate level and quality of service. Legionella, gas safety and fire risk assessments are in place. The revised contract strategy is planned to be implemented in October 2016.	
Corporate Health, Safety & Wellbeing Team provides advice and supports the preparation, formulation, development, monitoring and auditing of health & safety arrangements throughout the Council.	Head of Performance & Resources	B	Start a Review Programme following the introduction of Health and Safety Performance Records.	In progress. Interim reviews started in May 2016 looking at all high and high/medium risk activities. These will continue until the end of the financial year (April 2017). Thereafter a full review and reporting process will be implemented to fit with the Corporate Health, Safety and Wellbeing Consultative Committee quarterly cycle.	

Key:
Strength
A Controls are working effectively
B Controls require further development
C Significant controls not operating effectively
D Significant controls do not exist or have broken down

CORPORATE RISK 8 Effective corporate governance

As a public body, the Council is required to operate to the highest possible standards, is subject to scrutiny by other bodies and is accountable to the public. The Council must conduct its business in accordance with the law and ensure that public money is safeguarded, properly accounted for, and used appropriately. To fulfil these duties, the Council has put in place arrangements for the governance of its affairs.

Relevant Strategic Objectives: Giving every child the best start in life; Developing educated, responsible and informed citizens; Promoting a prosperous, inclusive and sustainable economy; Supporting people to lead independent, healthy and active lives; and Creating a safe and sustainable place for future generations.

Risk manager The Chief Executive's Service
Risk impact with controls 5 - Critical
Risk probability with controls 1 - Rare
Risk control effectiveness B - Controls require further development

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions	Current – as at November 2016
Leadership					
Perth and Kinross Council Corporate Plan 2013-18 sets out the vision for the area and how the Council will deliver on its strategic objectives and local outcomes.	Chief Executive	A	Review of Corporate Governance – 30 April 16	In Progress. A phased programme of review activity is planned. Phase 1: - Redesign internal Governance Assurance Process - Develop governance framework for Integrated Joint Board - Review / revise governance arrangements for ALEOs to bring within scope of AGS assurance process - Develop new Local Code on Following the Public Pound - Revise remit of Policy & Governance Group Phase 2: - Review of contract commissioning, monitoring and management arrangements - Review Following the Public Pound arrangements across all services Phase 3: - Review the remit of audit and scrutiny functions to encompass performance aspect of governance as well as compliance - Refresh Council's Local Code of Corporate Governance - Review key policies and processes to align with the principles of the International Framework of Good	On target: 31 March 2017. Phase 1 of the review was complete in June 2016. Phase 2 of the review is currently in progress. The review is on target to meet the deadline of 30 March 2017. Phase 2 and 3 are on target. Phase 2 has commenced. Phase 2: - Review of contract commissioning, monitoring and management arrangements - Review Following the Public Pound arrangements across all services Phase 3: - Review the remit of audit and scrutiny functions to encompass performance aspect of governance as well as compliance - Refresh Council's Local Code of Corporate Governance - Review key policies and processes to align with the principles of the International Framework of Good
			Review of Corporate Governance – 31 December 16	Phase 2: - Review of contract commissioning, monitoring and management arrangements - Review Following the Public Pound arrangements across all services Phase 3: - Review the remit of audit and scrutiny functions to encompass performance aspect of governance as well as compliance	
			Review of Corporate Governance – 31 March 17	Phase 3: Review the remit of audit and scrutiny functions to encompass performance aspect of governance as well as compliance	

Key:
Strength
A Controls are working effectively
B Controls require further development
C Significant controls not operating effectively
D Significant controls do not exist or have broken down

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions	Current – as at November 2016
Perth and Kinross Community Plan/ SOA 2013-23 sets out the shared vision for the area and how the Council will work with other Community Planning Partners.	Chief Executive	A		- Refresh Council's Local Code of Corporate Governance - Review key policies and processes to align with the principles of the International Framework of Good Governance in the Public Sector - Develop information management strategy The joint resourcing pilot in Eastern Perthshire has developed and is implementing an action plan to deliver service improvements for workless households in the locality. Outcome Delivery Plans 2015/16 have been delivered and have provided six monthly updates to CPP Board. These will continue to be delivered in 2016/17 with updates to CPP Board. A series of workshops were held with elected members in November and December to discuss the Community Empowerment Act and plans for Local Community Planning Partnerships. A workshop with elected members and Heads of Service was held on 8 March to carry out scenario planning for the Local Community Planning Partnership arrangements. Revised timescale – September 16. Joint resourcing is in progress within Eastern Perthshire, and will be rolled out to the rest of the localities. In progress. Plans for Local Community Planning Partnerships are advancing with a start date of April 2016. Initial meetings, which will involve elected members, community reps and services will examine the SOA in relation to the locality and Story of Pace. Governance, Organisational Development and Communications currently being developed and implemented. Revised timescale – June 16. Draft statutory guidance for the Community Empowerment Act have been received late March 16, for consultation. A response to the consultation is currently being prepared.	Governance in the Public Sector Develop information management strategy In progress. Joint Resourcing Pilot reported progress to CPP Boards in April and September and the Economy and Lifelong Learning ODG. Recommendations were approved by both and a detailed action plan is being implemented alongside service improvement work with front line workers in Blairgowrie and Rattray. Action Partnerships have been established with the first meeting commenced in October 2016. The Council responded to the draft regulations and finalised regulation has been published.

Key:
Strength



A Controls are working effectively
B Controls require further development
C Significant controls not operating effectively
D Significant controls do not exist or have broken down

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions	Current – as at November 2016
			Develop proposals for local Community Planning arrangements – April 16		Arrangements are now in place.
Medium Term Financial Plan.	Head of Finance	A			
Local Code of Corporate Governance sets out the decision-making processes of the Council, scrutiny and the role of statutory officers.	Chief Executive	B	Ensure staff and elected members understand the overarching nature of corporate governance – Ongoing	In progress – The Local Code of Corporate Governance will be refreshed in the final phase of the wider review of Corporate Governance once other governance review actions have been implemented– Timescale March 2017	Revised timescale: March 2017. The Local Code of Corporate Governance will be refreshed in the final phase of the wider review of Corporate Governance once other governance review actions have been implemented.
Scheme of Administration sets out membership, powers and responsibilities of the Council's committees, sub-committees and working groups and lists areas where the Council has delegated decision-making to officers.	Head of Democratic Services	A	Review Scheme to better reflect community planning responsibilities – December 15	Revised timescale – June 16.	Revised timescale – December 16.
Standing Orders set out rules for the regulation of proceedings and business of the Council and its Committees/Sub-Committees.	Head of Democratic Services	A	Review Standing Orders to ensure they remain relevant and fit for purpose – December 15	Revised timescale – June 16.	Revised timescale – December 16.
Protocol for Member/ Officer Relations.	Head of Democratic Services	A	Ensure elected members and staff are aware of the protocol and requirement to abide by it – January 16	Revised timescale – 31 March 16.	Complete

Key:
Strength

- A** Controls are working effectively
- B** Controls require further development
- C** Significant controls not operating effectively
- D** Significant controls do not exist or have broken down

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions	Current – as at November 2016
Councillor's Code of Conduct sets out the standards of behaviour expected of Councillors in Perth and Kinross including gifts and hospitality, use of Council resources and personal conduct.	Head of Legal & Governance Services	A			
Contract rules provide policy and guidance on contract and tendering activity.	Head of Legal Services	A	Revise policy against new procurement legislation – March 16	Revised timescale – 31 July 16. The new regulations are still to be published but it is hoped that these will be available in April 2016. Revised timescale of end July 2016 covers revision of contract rules, guidance and all other documentation.	Revised timescale: February 2017. New rules have been drafted, but require further input from the Procurement Team.
Financial regulations in place to ensure that contract arrangements take due account of the need to ensure probity in the expenditure of public money.	Head of Finance	A			
Fraud and Corruption Policy 2006 sets out the arrangements put in place by the Council to ensure members, employees and contractors behave with honesty and integrity in all their actions in the public Service.	Head of Legal & Governance Services/Head of Finance	B	Training provided to staff to ensure they are aware of how the new policy will apply in the work place – December 15	Revised Timescale – December 16. The high level risk assessments have now been completed for the Services. Counter Fraud and Corruption elearning packages are being reviewed with a view to rolling these out throughout the Council.	Revised timescale: March 2017. Rolling out of training.
Whistleblowing Procedures.	Head of Finance	A	Include Whistleblowing procedures in e-learning module – July 16	New action. Whistleblowing procedures are in place. The procedures will be included within the CIPFA e-learning module referred to above.	
Employees' Code of Conduct sets out the standards of behaviour expected of Council employees including gifts and hospitality, use of Council resources and personal conduct.	Corporate Human Resources Manager	A	Consultation with Trade Unions concluded on e-learning module – April 15.	Completed. Delay due to roll out of Brightwave. Inside News Bulletin issued 2 March 2016. All employees and other workers who carry out work for or on behalf of the Council should complete the Employee Code of Conduct elearning module which is now available and can be found in 'PKC Essentials' on Learn Innovate Grow online (LiGo).	

Key:
Strength

- A Controls are working effectively
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- C Significant controls not operating effectively
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Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions	Current – as at November 2016
Code of Guidance on Following the Public Pound.	Head of Legal & Governance Services	A	Working group currently working on simplifying the rules – March 16	In progress. It is still anticipated that a final draft will be complete by 31 March 2016 for submission to the EOT. Initial scope of improvement has been extended to ensure more effective governance around FPP spend in light of the amount of spend identified in 2014/15 annual report (approx. £10M distributed to 200+ organisations). New Draft Code of Guidance being further reviewed in light of anticipated changes to procurement legislation. Practical toolkit is being developed to complement the Code and assist Officers. Review of existing FPP arrangements across the organisation to be reviewed to ensure alignment with commissioning and procurement legislation and good practice.	Complete: the Code of Guidance is complete and has been approved by SP&R In Progress: the review of existing FPP arrangements across the organisation are under review in conjunction with the Corporate Procurement Manager.
Management					
The Chief Executive and Executive Officer Team meet every two weeks as the Executive Officer Team; and the Chief Executive and Deputy Chief Executives meet weekly as the Chief Executive Group.	Chief Executive	A		These meetings continue to be held on an ongoing basis.	
Strategic Investment Group monitors all capital projects and meets on an eight weekly basis.	Chief Executive	A		The Strategic Investment Group continues to meet on an 8 weekly basis.	

Key:
Strength
A Controls are working effectively
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C Significant controls not operating effectively
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Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions	Current – as at November 2016
Directors and Heads of Service meet as the Corporate Management Group which has a key role in the development and implementation of Council strategy and policy.	Directors	A	Corporate Management Group development programme in place – January 16	Completed. A programme of meetings is in place. Some of these meetings will be used to facilitate the Senior Leadership Development Programme that has been established.	
Corporate Policy and Governance Group in place.	Head of Legal & Governance Services	A			
Performance and risk management framework in place against the Corporate Plan and Community Plan/SOA including annual report to Council and monthly reports to EOT.	Head of Strategic Commissioning and Organisational Development	A			
Corporate Risk Management Strategy identifies the key areas of risk linked to delivery of the Council's strategic objectives and how these are being managed by the Council.	Head of Strategic Commissioning and Organisational Development	A	Review of Risk – June 16	New Action. Review of Risk underway. Findings to be incorporated with Annual Report scheduled for SP&R Committee in June 16.	In Progress: Annual Risk report to go to SP&R Committee in November 2016. New Risk Strategy to go to SP&R/Scrutiny Committees in February 2017.
Service Business Management and Improvement Plans underpin Council's key strategic documents which are reported on six monthly.	Head of Strategic Commissioning and Organisational Development	A			

Key:
Strength
A Controls are working effectively
B Controls require further development
C Significant controls not operating effectively
D Significant controls do not exist or have broken down

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions	Current – as at November 2016
Budget Review Process in line with Transformation Strategy. Service Revenue Budget proposals are updated to reflect progress on the delivery of the Council's Transformation Strategy.	Head of Finance	A		The three year Revenue Budget was approved at Council on 11 February 2016.	
Budget monitoring process to highlight issues which may prevent Services from delivering within planned budget.	Head of Finance	A	Continued regular revenue and capital monitoring reporting to the Strategic Policy and Resources Committee and the Executive Officer Team. Reports to Committee – February, April, October and December	In progress. Revenue Monitoring Reports for 2015/16 were considered by SP&R Committee on 23 September 2015, 2 December 2015 and 10 February 2016. The next report to Committee will be on 20 April 2016.	Report to SP&R in April 2016.
Signed agreements and monitoring arrangements in place with external agencies for services provided. This includes regular reporting to Service Senior Management Teams and the Purchased Services Board within Housing and Community Care.	Directors	A	Review client monitoring arrangements in place with Live Active Leisure and Horsecross – Ongoing	In progress. Longer term client monitoring arrangements are being reviewed in context of wider review of procurement and contracting processes across ECS. Interim Change Manager is monitoring both Live Active Leisure and Horsecross pro tem.	
Mechanisms in place for effective communication/ collaboration with elected members in setting priorities for the future and informing policy.	Head of Democratic Services	A	Review the member development programme to ensure members are fully informed of the public sector reform agenda – Ongoing	Completed. Now in implementation phase.	

Key:
Strength
A Controls are working effectively
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C Significant controls not operating effectively
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Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions	Current – as at November 2016
Risk based internal audit plan is prepared annually to provide assurance on the operation of control systems which are designed to detect fraud and irregularities.	Head of Finance	A	Internal Audit will complete its approved plan on time and will continually evaluate any changes to the control environment - Ongoing	In progress. This is an end of year target. Currently on schedule for completion by 31 March 16 for planned activity.	
Arrangements in place for the management of information risk including an information security policy and standards.	Senior Information Risk Owner/ Head of Legal & Governance Services	A			
Council's employment policies and practices promote the public sector equalities duties, are legally compliant and support Council objectives.	Corporate Human Resources Manager	A		The Shared Parental Leave Policy was approved by CMG in April 2015 and has now been implemented. To date, four applications have been received - three Non-Teaching applications and one Teaching application.	
Annual review of governance framework and production of Annual Governance Statement provides assurance to the public about the way the Council is run.	Head of Legal & Governance Services	A	Annual review of governance framework – June 16	New Action. Expected completion date June 16.	Revised timescale: March 2017. As part of the Review of Corporate Governance above.
Right First Time Guidance on decision making.	Head of Legal & Governance Services	B	This action point has been superseded. Effective decision making will be looked at in the wider review of Corporate Governance being carried out by the Head of Legal and Governance Services	Governance Review Scope complete December 2015 Phase 1 of the review complete June 2016 Phase 2 in progress. Timescale March 2017	Revised timescale: March 2017. Governance Review Scope completed December 2015. Phase 1 of the review complete June 2016. Phase 2 in progress.
Committee Report Template.	Head of Democratic Services	A			

Key:
Strength

- A** Controls are working effectively
- B** Controls require further development
- C** Significant controls not operating effectively
- D** Significant controls do not exist or have broken down

CORPORATE RISK 9 Growing the Economy

The current economic climate is improving and our population is projected to grow by 24% by 2037, which is the third highest in Scotland. Our response is to tackle the obstacles to economic growth that exist within Perth and Kinross to accelerate recovery and promote economic security. The restoration of Perth's city status has presented the Council with a unique opportunity to maximise the potential of Perth as a catalyst for the area's economic growth.

Relevant Strategic Objectives: Promoting a prosperous, inclusive and sustainable economy.

Risk manager

The Environment Service

Risk impact with controls

4 - Moderate

Risk probability with controls

2 - Unlikely

Risk control effectiveness

B - Controls require further development

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions	Current – as at November 2016
Leadership					
Employability Strategy and Action Plan in place.	Head of Planning & Development	B	The Growing the Economy Group requested a new Economic Development Strategy in December 2015 to super cede the existing, stand-alone Employability Strategy and asked for it to be completed by the end of October 2016.	In progress. The new Economic Development Strategy and Action Plan are being drafted and should be completed by the end of October 2016. It will then be presented to the Growing the Economy Group before the Outcome Delivery Group and Enterprise and Infrastructure Committee before Christmas 2016. Resource constraints are the biggest risk to this timescale being met.	The Employability Strategy is going to SP&R on 20 November.
Economic & Lifelong Learning Outcome Delivery Group Action Plan in place.	Head of Planning & Development	A			
Perth City Plan in place.	Head of Planning & Development	A			
Events and Festivals Strategy in place to provide a strategic framework for the Council's approach to the attraction and development of events and festivals in order to deliver economic growth.	Head of Planning & Development	A			

**Key:
Strength**



A Controls are working effectively

B Controls require further development

C Significant controls not operating effectively

D Significant controls do not exist or have broken down

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions	Current – as at November 2016
Strategic and local development plans and policies set out a vision of how Perth and Kinross should develop in a sustainable way.	Head of Planning & Development	A	Work on supplementary guidance – Ongoing	In progress. MIR prepared for LDP2 in line with statutory requirements to refresh the plan. Public consultation from late November 2015.	Refresh the Local Development Plan 2 (LDP2) – Ongoing In progress: Public consultation has now been concluded and submissions are now being analysed in line with the development plan scheme timetable.
A programme of activity for key sector areas such as tourism, and food & drink is in place through the ODG plan.	Head of Planning & Development	A	Implement the ODG plan – Ongoing	In progress. The CPP Economy and Lifelong Learning Outcome Delivery Group (ODG) have now been tasked with monitoring progress.	
Sustainable development framework in place to manage the impact of plans, programmes and strategies on people, the economy and the environment.	Head of Planning & Development	A			
Management					
Economy and Lifelong Learning Outcome Delivery Group (ODG) established.	Depute Chief Executives	A	Implement the ODG plan – Ongoing	In progress. A monitoring report on progress against the plan is reporting quarterly to the ODG.	
City Development Board in place to support delivery of Perth City plan.	Head of Planning & Development	A	Priorities for Perth City being developed in line with the Perth City Plan. Project and performance management arrangements in place to monitor Council progress in implementing the City Development Strategy and highlight any issues which may impact on delivery of the strategy in line with the Perth City Plan – Ongoing	Completed.	

Key:
Strength
A Controls are working effectively
B Controls require further development
C Significant controls not operating effectively
D Significant controls do not exist or have broken down

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions	Current – as at November 2016
Participation in Scottish Cities Alliance.	Depute Chief Executive (Sustainability, Strategic and Entrepreneurial Development)	A	Perth leading on Smart City programme for Scottish Cities Alliance – Ongoing	In progress. Actively working with other cities on developing an ERDF Bid for Smart City Funding to support a wide range of projects.	There is an ongoing work programme in relation to infrastructure delivery, inward investment, low carbon development and smart cities.
City Deal opportunities to fund city growth.	Depute Chief Executive (Sustainability, Strategic and Entrepreneurial Development)	B	Develop a City Deal – Ongoing	In progress. Working in partnership with colleagues in Dundee, Angus and Fife to potentially develop a city plan based on the TAYplan area. A draft bid was submitted in March 2016.	
Annual reporting to members and Executive Officer Team on the implications of planning for growth and the impact that growth will have on communities and all services in an integrated and sustainable way. Full analysis of census 2011 and quarterly Economic Bulletins..	Head of Planning & Development	B		Completed.	
The Housing Land Audit gives details of the housing land supply in Perth and Kinross and is an important source of information for the monitoring of the Perth & Kinross Structure Plan.	Head of Planning & Development	A		Council approved the Proposed TAYplan 2016-2036 in February 2015.	

Key:
Strength
A Controls are working effectively
B Controls require further development
C Significant controls not operating effectively
D Significant controls do not exist or have broken down

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions	Current – as at November 2016
The Employment Land Audit gives details of the land supply in Perth and Kinross and is an important source of information for the monitoring of the Perth & Kinross Structure Plan.	Head of Planning & Development	A			
Infrastructure planning in place to support anticipated growth.	Depute Chief Executive (Sustainability, Strategic and Entrepreneurial Development)	B	Perth Transport Futures project completion in accordance with anticipated growth – 2020	In progress. A9/A93/A94 scheme committed for completion in 2020.	
Developer Contributions Policy in place.	Head of Planning & Development	A		Policy effectiveness is being monitored.	
Objectives, targets and governance arrangements in place for the Digital Connectivity Projects.	Head of Planning & Development	A	Better monitoring of project progress – Ongoing	In progress. Progress is regularly tracked through reports from Ofcom, Scottish Government and internal information which is then reported to the Enterprise & Infrastructure Committee.	

Key:
Strength
A Controls are working effectively
B Controls require further development
C Significant controls not operating effectively
D Significant controls do not exist or have broken down

CORPORATE RISK 10

Policy and legislative reform agenda

The Scottish Government has embarked upon a programme of public service reform to ensure the public, third sector and private organisations work more effectively in partnership with communities and with each other. The Council responds to changes in policy and legislation to design and deliver excellent public services which meet the needs of local people.

Relevant Strategic Objectives: Giving every child the best start in life; Developing educated, responsible and informed citizens; Promoting a prosperous, inclusive and sustainable economy; Supporting people to lead independent, healthy and active lives; and Creating a safe and sustainable place for future generations.

Risk manager

The Chief Executive Service

Risk impact with controls

5 - Critical

Risk probability with controls

1 - Rare

Risk control effectiveness

B - Controls require further development

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions	Current – as at November 2016
Leadership					
Perth and Kinross Council Corporate Plan 2013-18 sets out the vision for the area and the Council's response to public service reform.	Chief Executive	A	Review of Corporate Governance – 30 April 16	In progress. A phased programme of review activity is planned. Phase 1: - Redesign internal Governance Assurance Process - Develop governance framework for Integrated Joint Board - Review / revise governance arrangements for ALEOs to bring within scope of AGS assurance process - Develop new Local Code on Following the Public Pound - Revise remit of Policy & Governance Group Phase 2: - Review of contract commissioning, monitoring and management arrangements - Review Following the Public Pound arrangements across all services Phase 3: - Review the remit of audit and scrutiny functions to encompass performance aspect of governance as well as compliance - Refresh Council's Local Code of Corporate Governance - Review key policies and processes to	On target – 31 March 2017. Phase 1 of the review was complete in June 2016. Phase 2 of the review is currently in progress. The review is on target to meet the deadline of 30 March 2017. Phase 2 and 3 are on target. Phase 2 has commenced. Phase 2: - Review of contract commissioning, monitoring and management arrangements - Review Following the Public Pound arrangements across all services Phase 3: - Review the remit of audit and scrutiny functions to encompass performance aspect of governance as well as compliance - Refresh Council's Local Code of Corporate Governance - Review key policies and processes to
			Review of Corporate Governance – 31 December 16	- Review of contract commissioning, monitoring and management arrangements - Review Following the Public Pound arrangements across all services Phase 3: - Review the remit of audit and scrutiny functions to	

Key:
Strength



A Controls are working effectively
B Controls require further development
C Significant controls not operating effectively
D Significant controls do not exist or have broken down

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions	Current – as at November 2016
Perth and Kinross Community Plan/ SOA 2013-23 sets out how the Council will work with other Community Planning Partners to deliver public service reform.	Chief Executive	A	Review of Corporate Governance – 31 March 17 Develop joint resourcing arrangements across the CPP – December 15 Implement recommendations from the Community Empowerment Working Group to strengthen community insight to SOA delivery processes – April 16 Develop proposals for local Community Planning arrangements – April 16	encompass performance aspect of governance as well as compliance - Refresh Council's Local Code of Corporate Governance - Review key policies and processes to align with the principles of the International Framework of Good Governance in the Public Sector - Develop information management strategy The joint resourcing pilot in Eastern Perthshire has developed and is implementing an action plan to deliver service improvements for workless households in the locality. Outcome Delivery Plans 2015/16 have been delivered and have provided six monthly updates to CPP Board. These will continue to be delivered in 2016/17 with updates to CPP Board. A series of workshops were held with elected members in November and December to discuss the Community Empowerment Act and plans for Local Community Planning Partnerships. A workshop with elected members and Heads of Service was held on 8 March to carry out scenario planning for the Local Community Planning Partnership arrangements. Revised timescale – September 16. Joint resourcing is in progress within Eastern Perthshire, and will be rolled out to the rest of the localities. In progress. Plans for Local Community Planning Partnerships are advancing with a start date of April 2016. Initial meetings, which will involve elected members, community reps and services will examine the SOA in relation to the locality and Story of Pace. Governance, Organisational Development and Communications currently being developed and implemented. Revised timescale – June 16. Draft statutory guidance for the Community Empowerment Act have been received late March 16, for consultation. A response to the consultation is currently being prepared.	align with the principles of the International Framework of Good Governance in the Public Sector Develop information management strategy Joint resourcing pilot in Eastern Perthshire has concluded. Further development work has been paused, due to other priority work developing Action partnerships, meeting Community Empowerment Act requirements and, creating the new Local Outcome Improvement Plan. Following the receipt of Scottish Government guidance, a timetable for production of the new Community Plan has been prepared and approved by the CPPEOG. This includes timescales and provision for community engagement. Local Action partnerships have been established in five areas, with initial meetings of each Partnership held in October/November 2016.

Key:
Strength

- A** Controls are working effectively
- B** Controls require further development
- C** Significant controls not operating effectively
- D** Significant controls do not exist or have broken down

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions	Current – as at November 2016
Service Business Management and Improvement Plans underpin Council's key strategic documents setting out detailed plans to respond to reforms.	Head of Strategic Commissioning and Organisational Development	A			
Outcome Delivery Plans underpin the Community Plan/ SOA 2013-23 and set out in detail how Community Planning Partners will deliver on the public service reform agenda.	Head of Public Service Reform, Culture and Community Development	B	Further develop Outcome Delivery Plans to ensure they reflect latest developments in public service reform – April 16	Revised timescale – June 16. Outcome Delivery Plan improvement recommendations were agreed by CPP Board in February 2015. ODP six monthly reports were presented to CPP Board in December 2015 and are next scheduled to report on 10 June 2016. Due to changes in the Community Planning framework approved by Council and CPP Board in Nov/Dec 2016, a review of the reporting arrangements for the Outcome Delivery Groups will be needed. This is being carried out by the Community Planning Policy Team, and recommendations will be presented to CPP Board on 10 June 2016.	Current performance practice in community planning was reviewed by the Community Planning Policy Team and recommendations for improvements were agreed at EOT, CPPEOG and CPP Board in August/September 2016. The 'Performance Management and Reporting Framework in Community Planning' report laid out a framework to improve the performance culture in the CPP.
Health and Social Care Integration Plan details key actions and milestones of the Integrated Health and Social Care Pathfinder Board.	Director (Housing and Community Care)	A			
Medium Term Financial Plan.	Head of Finance	A		This is complete but remains under regular review. Approved by Council on 1 July 2015 and updated by SP&R on 23 September 2015.	
Older People Joint Commissioning Strategy prepared as part of the Reshaping Care for Older People partnership in Perth and Kinross.	Director (Housing and Community Care)	A	The Strategy will be incorporated within a new Strategic and Joint Commissioning Plan covering all adult health and social care services in Perth and Kinross 2016-2019 – Ongoing	The final Strategic and Joint Commissioning Plan was submitted to the Integration Joint Board on 23rd March 2016 and to the Scottish Government on 31st March 2016	

Key:
Strength



A Controls are working effectively
B Controls require further development
C Significant controls not operating effectively
D Significant controls do not exist or have broken down

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions	Current – as at November 2016
Early Years Strategy (2010) provides overarching approach for everyone working with children in their early years of life.	Head of Education (Early Years and Primary)	A	Review and refresh Early Years Strategy to ensure it responds to legislation and incorporates all key strands of early years approach – December 15	Completed. The Redesign of Early Years – End of Phase 2 Report was approved by ECS SMT and outlined; the impact, significant achievements, lessons learned and what was being carried forward to Phase 3. Redesign of Early Years Phase 3 is now being undertaken as a transformational project (19) as part of the PKC transformational programme. The Outline of the PKC transformational programme. The Outline of the Business Case has been updated accordingly.	
Strategic and local development plans and policies set out a vision of how Perth and Kinross should develop in a sustainable way.	Head of Planning & Development	A	Work on supplementary guidance – Ongoing	In progress. Local Development Plan 2 has commenced.	
Management					
Transformation, Change and Organisational Development Group meet on an 8 weekly basis.	Chief Executive	A		The Group continues to meet every eight weeks.	
The Chief Executive and Executive Officer Team meet every two weeks as the Executive Officer Team.	Chief Executive	A		The EOT continues to meet every two weeks.	
Community Planning Partnership Board meets quarterly to monitor CPP progress in delivery of the Perth and Kinross Community Plan/ SOA and has a standing item on public service reform.	Senior Depute Chief Executive	A			

Key:
Strength
A Controls are working effectively
B Controls require further development
C Significant controls not operating effectively
D Significant controls do not exist or have broken down

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions	Current – as at November 2016
Outcome Delivery Groups established to take forward the local outcomes within the Perth and Kinross Community Plan/ SOA 2013/14 and consider impact of public service reform.	Head of Public Service Reform, Culture and Community Development	B	Performance management arrangements in place to ensure CPP Board receives regular information from Outcome Delivery Groups – Ongoing	In progress. Six monthly reports were presented to CPP Board in December 2015 and are next scheduled to report on 10 June 2016. Five new Local Community Planning Partnerships (LCPP) will come into being from April 2016. Over the course of 2016 we will support these LCPPs to develop their own role in reporting performance against local outcomes.	Current performance practice in community planning was reviewed by the Community Planning Policy Team and recommendations for improvements were agreed at EOT, CPPEG and CPP Board in August/September 2016. The 'Performance Management and Reporting Framework in Community Planning' report laid out a framework to improve the performance culture in the CPP.
Community Empowerment Board feeds into the Perth and Kinross Community Planning Partnership to form a strategic link with Perth and Kinross communities and ensure effective engagement with people and communities is at the heart of local public service reform.	Chief Executive	A	The remit of the Community Empowerment Working Group will continue to develop to meet the requirements of the Community Empowerment Act and the CPP's implementation of locality working (from April 2016 onwards) – Ongoing	Updated action. The CEWG continues to deliver the work programme agreed by CPP Board in Feb 2015. This includes piloting participatory budgeting in two localities following the successful Carers event in February 2016, developing Stories of Place to support locality working and piloting participatory research in Tulloch. Members of the CEWG have been on a series of visits in Scotland and North East England to learn how community planning and community empowerment is carried out in other areas.	Ongoing: Following the 1st round of Community Action Partnerships meeting CEWG has provided feedback and recommendations in relation to community engagement and the progress of the Partnerships. These are currently being reviewed and implemented by the Action Partnership Chairs and Leads Group and the Community Planning Policy Team. CEWG is also contributing to the ongoing development of Stories of Place and approaches to Participatory Budgeting. A CEWG sub group is developing recommendations for Community Action Partnerships on effective communication methods and the locality based opportunities for community planning to reach a wider audience.
Perth and Kinross Integration Joint Board.	Director (Housing and Community Care)	A			
Directors and Heads of Service meet as the Corporate Management Group which has a key role in the development and implementation of Council strategy and policy.	Directors	A	Corporate Management Group development programme in place – January 16	Completed. A programme of meetings is in place. Some of these meetings will be used to facilitate the Senior Leadership Development Programme that has been established.	

Key:
Strength

- A** Controls are working effectively
- B** Controls require further development
- C** Significant controls not operating effectively
- D** Significant controls do not exist or have broken down

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions	Current – as at November 2016
Performance and risk management framework in place against the Corporate Plan and Community Plan/SOA including annual report to Council and monthly reports to EOT.	Head of Strategic Commissioning and Organisational Development	A			
Budget Review Process in line with Transformation Strategy. Service Revenue Budget proposals are updated to reflect progress on the delivery of the Council's Transformation Strategy.	Head of Finance	A		The three year Revenue Budget was approved at Council on 11 February 2016.	
Budget monitoring process to highlight issues which may prevent Services from delivering within planned budget.	Head of Finance	A	Continued regular revenue and capital monitoring reporting to the Strategic Policy and Resources Committee and the Executive Officer Team. Reports to Committee - February, April, October and December	In progress. Revenue Monitoring Reports for 2015/16 were considered by SP&R Committee on 23 September 2015, 2 December 2015 and 10 February 2016. The next report to Committee will be on 20 April 2016.	
Joint resourcing guidance developed for Outcome Delivery Groups to use as they develop joint resourcing arrangements.	Head of Public Service Reform, Culture and Community Development //Education and Children's Services/ Finance and Business Support Manager (Housing and Community Care)	B	Provide support to Outcome Delivery Groups to improve joint use of resources – Ongoing	In progress. Joint Resourcing Pilot reported progress to CPP Boards in April and September and the Economy and Lifelong Learning ODG. Recommendations were approved by both a detailed action plan is being implemented alongside service improvement work with front line workers in Blairgowrie and Rattray.	In progress. Joint Resourcing Pilot reported progress to CPP Boards in April and September and the Economy and Lifelong Learning ODG. Recommendations were approved by both and a detailed action plan is being implemented alongside service improvement work with front line workers in Blairgowrie and Rattray.

Key:
Strength
A Controls are working effectively
B Controls require further development
C Significant controls not operating effectively
D Significant controls do not exist or have broken down

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions	Current – as at November 2016
Mechanisms in place for effective communication/ collaboration with elected members in setting priorities for the future and informing policy.	Head of Democratic Services	A	Review the member development programme to ensure members are fully informed of the public service reform agenda – Ongoing	Completed. Now in implementation phase.	
Ongoing briefings to staff via business breakfasts, manager briefings, delayed office opening and elected member development sessions to raise awareness of current developments in public service reform and potential impact on the Council.	Chief Executive and Directors	A		All are on-going. Recent examples include a planned programme of locality visits for elected members to hub nurseries with Strong Start 2 provision. Recent service business breakfasts have focused on understanding how LIG is being embedded in service developments.	

Key:
Strength
A Controls are working effectively
B Controls require further development
C Significant controls not operating effectively
D Significant controls do not exist or have broken down

Key

	Will achieve critical deadlines
	Monitor
	Monitor with concern
	Won't achieve critical deadlines

Service Risks

Chief Executive's Service Risks 2015 – 2016

Service Risks	Risk without controls in place		Risk with controls in place	
	Impact	Probability	Impact	Probability
Comply with legal requirements	Major	Possible	Minor	Unlikely
Communicate effectively with our stakeholders	Moderate	Likely	Minor	Unlikely
Provide the required level of independent assurance through the internal audit process	Critical	Possible	Moderate	Unlikely
Ensure the health, safety and wellbeing of Council employees and those who are affected by the Council's work	Critical	Possible	Minor	Unlikely
Corporate Risks (managed by Service)	Risk without controls in place		Risk with controls in place	
	Impact	Probability	Impact	Probability
Effectively manage changing financial circumstances	Critical	Likely	Major	Possible
Effective corporate governance	Critical	Unlikely	Critical	Rare
Policy and legislative reform agenda	Critical	Unlikely	Critical	Rare

Key

	Will achieve critical deadlines
	Monitor
	Monitor with concern
	Won't achieve critical deadlines

Education and Children's Services Risks 2015 – 2016

Service Risk	Risk without controls in place		Risk with controls in place	
	Impact	Probability	Impact	Probability
1. There is a risk that we fail to deliver on the Curriculum for Excellence	Major	Likely	Moderate	Rare
2. There is a risk that we do not identify and meet the additional support needs of children and young people	Major	Likely	Moderate	Unlikely
3. There is a risk that we fail to protect vulnerable children and families (Corporate Risk)	Critical	Likely	Major	Rare
4. Failure to effectively respond to business failure (business continuity)	Critical	Likely	Moderate	Unlikely
5. PKC IT service and infrastructure does not meet the needs of users	Critical	Likely	Moderate	Unlikely
6. Failure to deliver the ECS capital programme	Major	Possible	Moderate	Unlikely
7. There is a risk that we do not effectively engage with our communities	Major	Likely	Minor	Rare
8. There is risk that we do not ensure the health, safety and wellbeing of Council employees and those who are affected by the Council's work ¹	Major	Likely	Major	Unlikely

¹ Corporate Risk for which Services are required to develop service level controls and mitigating actions

Key

	Will achieve critical deadlines
	Monitor
	Monitor with concern
	Won't achieve critical deadlines

Housing and Community Care Service Risks 2015-2016

Service Risk	Risk without controls in place		Risk with controls in place	
	Impact	Probability	Impact	Probability
Policy and legislative reform agenda (Corporate Risk 10)	Critical	Unlikely	Critical	Rare
Deliver the Housing Standard Delivery Plan	Major	Possible	Major	Rare
Support the most vulnerable in our society during welfare reform (Corporate Risk 1)	Critical	Likely	Major	Unlikely
Protect vulnerable adults at risk (Corporate Risk 2)	Critical	Likely	Critical	Rare
Provide adequate and affordable social housing	Major	Possible	Major	Rare
Effectively manage changing financial circumstances (Corporate Risk 4)	Critical	Likely	Major	Possible
Maintain security of information and prevent public sector fraud and corruption (Corporate Risk 6)	Critical	Unlikely	Major	Possible
Effective corporate governance (Corporate Risk 8)	Critical	Unlikely	Critical	Rare

Key

	Will achieve critical deadlines
	Monitor
	Monitor with concern
	Won't achieve critical deadlines

The Environment Service Risks 2015-2016

Service Risk	Risk without controls in place		Risk with controls in place	
	Impact	Probability	Impact	Probability
Deliver the Council's capital programme (Corporate Risk)	Major	Likely	Major	Unlikely
Ensure the health, safety and wellbeing of Council employees and those who are affected by the Council's work (Corporate Risk)	Major	Likely	Major	Unlikely
Growing the economy (Corporate Risk)	Major	Likely	Major	Unlikely
There is a risk that we do not access appropriate delivery mechanisms for property contracts.	Major	Likely	Major	Unlikely
There is a risk that the Service may be subject to significant increase in costs in areas over which it has limited control as a result of prevailing economic or market conditions or the specialist nature of the services being procured	Major	Likely	Major	Unlikely

The following risks have been deleted from the Service Risk Profile as management of these risks is embedded within service delivery and monitored at team level:

- There is a risk that we fail to deliver on the Waste Management Strategy
- There is a risk that we fail to sustain the supply of serviced land for when the economy turns around

PERTH AND KINROSS COUNCIL**Strategic Policy and Resources Committee****30 November 2016****Fleet and Mechanical Equipment Assets Annual Status Report****Report by Director (Environment)****PURPOSE OF REPORT**

This report presents a status summary of the Council's Fleet and Mechanical Equipment (FaME) assets as at 31 March 2016. It describes the current condition of the asset and provides an opportunity to confirm the Fleet Replacement Programme approved in the FaME Asset Management Plan within current agreed funding.

1. BACKGROUND

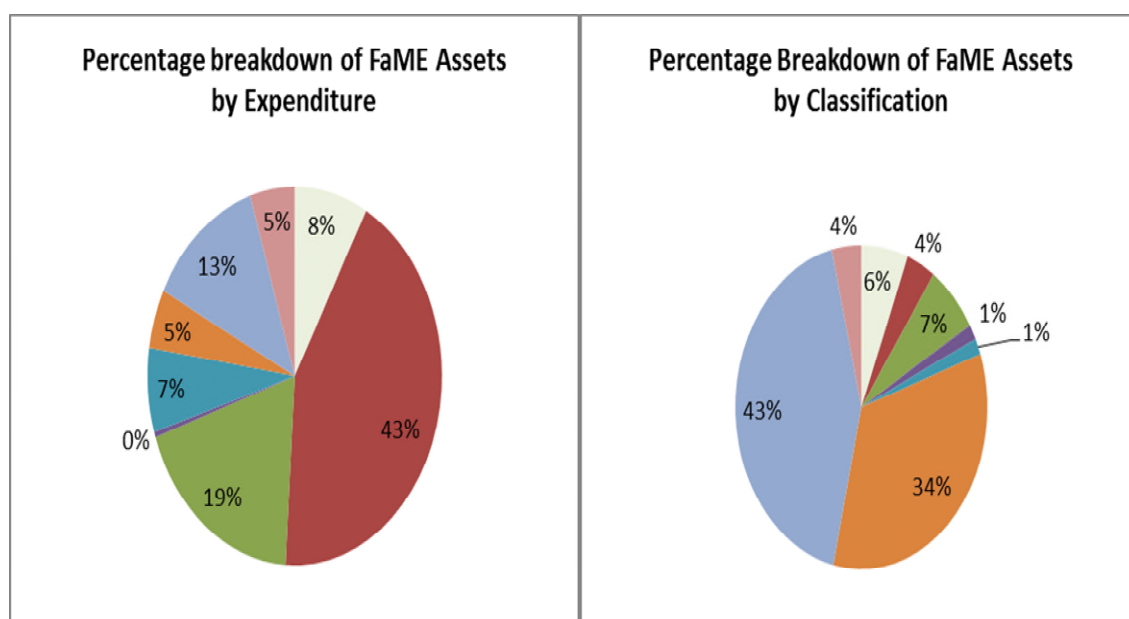
- 1.1 The role of Fleet Management is to ensure that Perth & Kinross Council has the right vehicles, plant and equipment in the right place at the right time and at the right cost. Our fleet must fully meet regulatory requirements and support the strategic, corporate and service goals and objectives of the Council and assist good service delivery.
- 1.2 A FaME asset is defined as; 'All fleet and mechanical equipment that requires maintenance, calibration and/or a safety & inspection test'.
- 1.3 The FaME Asset Management Plan was approved by the Strategic Policy and Resources Committee on 17 June 2015 (Report No: 15/255 refers). The Plan requires the publication of an annual status report.
- 1.4 The asset management system used to record data on our FaME assets is Key2. This holds detailed information on our FaME assets and enables whole life costing and accurate spend forecasting to be carried out.
- 1.5 The current gross book value of FaME assets on the Perth & Kinross Council asset register is £18,051,147.
- 1.6 This report presents a status summary of the Council's FaME asset as at 31 March 2016 with future Capital Investment decisions for the fleet replacement programme approved in the FaME Asset Management Plan. This report confirms the vehicle replacement programme for 2016. The figures quoted within the report are as at 31 March 2016, unless otherwise stated.

2. CONDITION

2.1 The status of the FaME asset is provided in terms of current replacement age, usage, the outputs delivered from Council investment and statutory performance indicators.

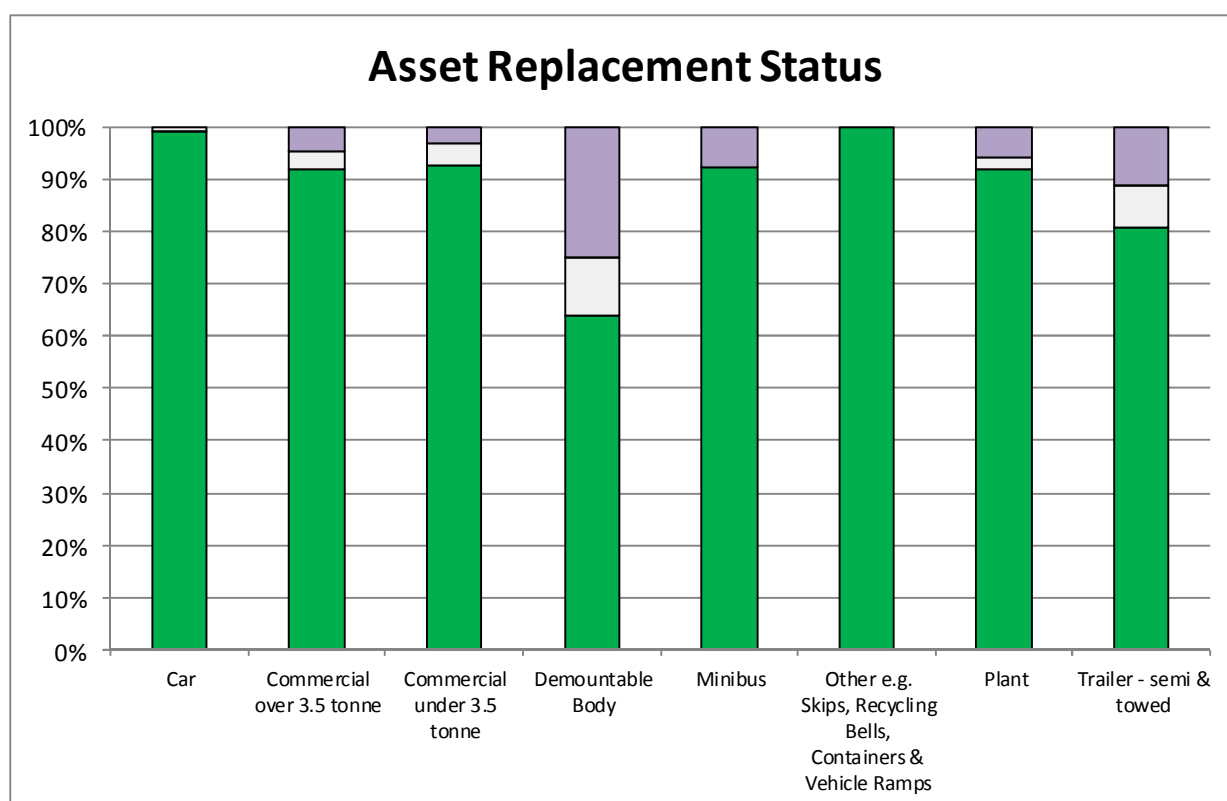
2.2 The Council's current FaME assets comprises the following:

Asset Classification	No	Total Acquisition Cost
Car	127	£1,456,160
Commercial over 3.5 tonne	86	£7,750,619
Commercial under 3.5 tonne	159	£3,377,273
Demountable Body	36	£85,545
Minibus	38	£1,300,333
Other e.g. Skips, Recycling Bells, Containers & Vehicle Ramps	749	£916,151
Plant	993	£2,281,345
Trailer - semi & towed	88	£883,721
Total	2276	£18,051,147



Car
Commercial over 3.5 tonne
Commercial under 3.5 tonne
Demountable Body
Minibus
Other e.g. Skips, Recycling Bells, Containers & Vehicle Ramps
Plant
Trailer - semi & towed

- 2.3 The anticipated life of assets is reviewed at regular intervals based on the information and data recorded, and held, on Key2 as noted in the FaME Asset Management Plan.
- 2.4 As an asset approaches its replacement date, Fleet Management will determine whether to replace the asset using a set criteria as outlined in the FaME Asset Management Plan. As explained in the asset management plan, the asset will be subject to rigorous checks to ensure replacement offers best value.
- 2.5 The chart below shows a breakdown of FaME assets by classification and at which stage in their expected life cycle the assets are currently assessed as being at.



Green	The asset is not due for replacement
White	The asset has passed its replacement date by up to 1 year
Purple	The asset has passed its replacement date by over 1 year

- 2.6 The chart illustrates that through a programme of systematic checking, fleet management currently assess which assets can continue to be safely used beyond their expected replacement date. This saves unnecessary replacement costs. Demountable bodies on Council vehicles are the asset type most frequently in operation beyond their expected replacement date. However, these assets are rotated depending upon operational requirements so their life expectancy can vary.

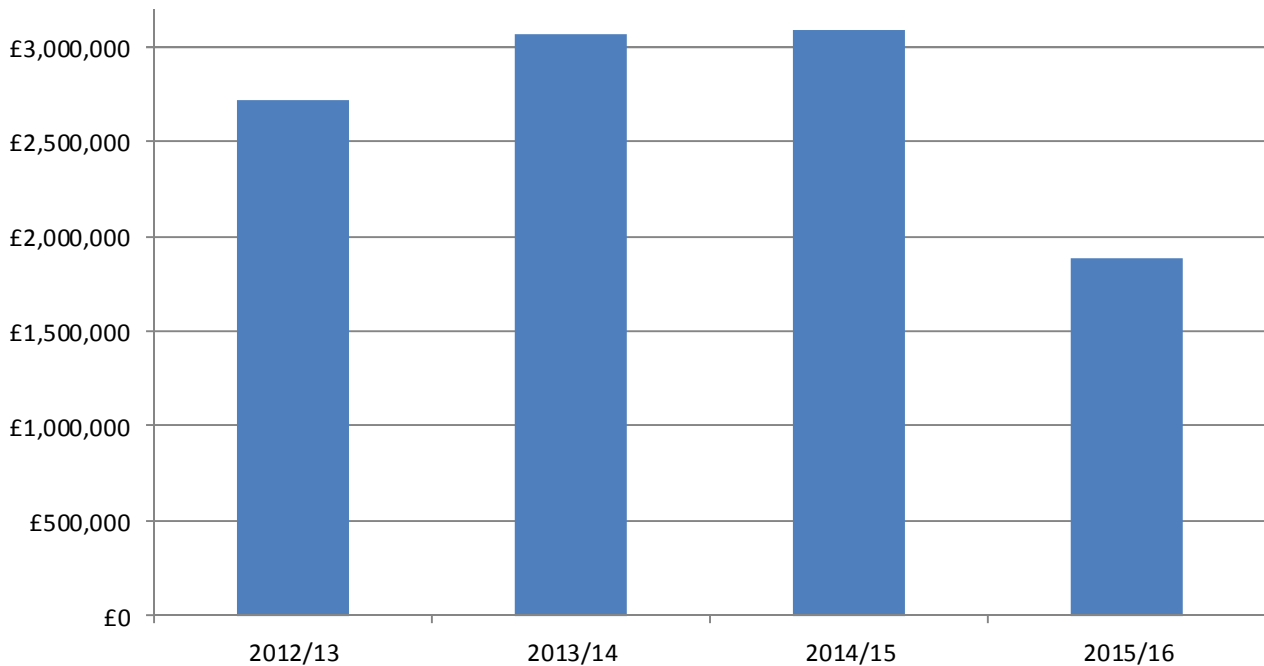
3. PERFORMANCE INDICATORS

- 3.1 The Driver and Vehicle Standards Agency (DVSA) monitor performance against their nationally standardised performance indicators and issue the results monthly. Performance against targets for financial year 2015/16 is shown in Appendix 1.
- 3.2 Following the Fleet Internal Audit Report (June 2014), it was agreed that the frequency of HGV safety inspections will be benchmarked internally to ensure compliance and reported monthly to the The Environment Service operations management meeting.
- 3.3 The Council's Fleet Management Team are members of the Association for Public Service Excellence (APSE) Transport and Mechanical Advisory Group which establishes standard performance indicators to benchmark against other local authorities. Perth & Kinross Council will submit their first submission for financial year 2015/16. The results provided by the APSE performance network will help drive performance improvement by benchmarking against other local authorities.

4. FINANCE

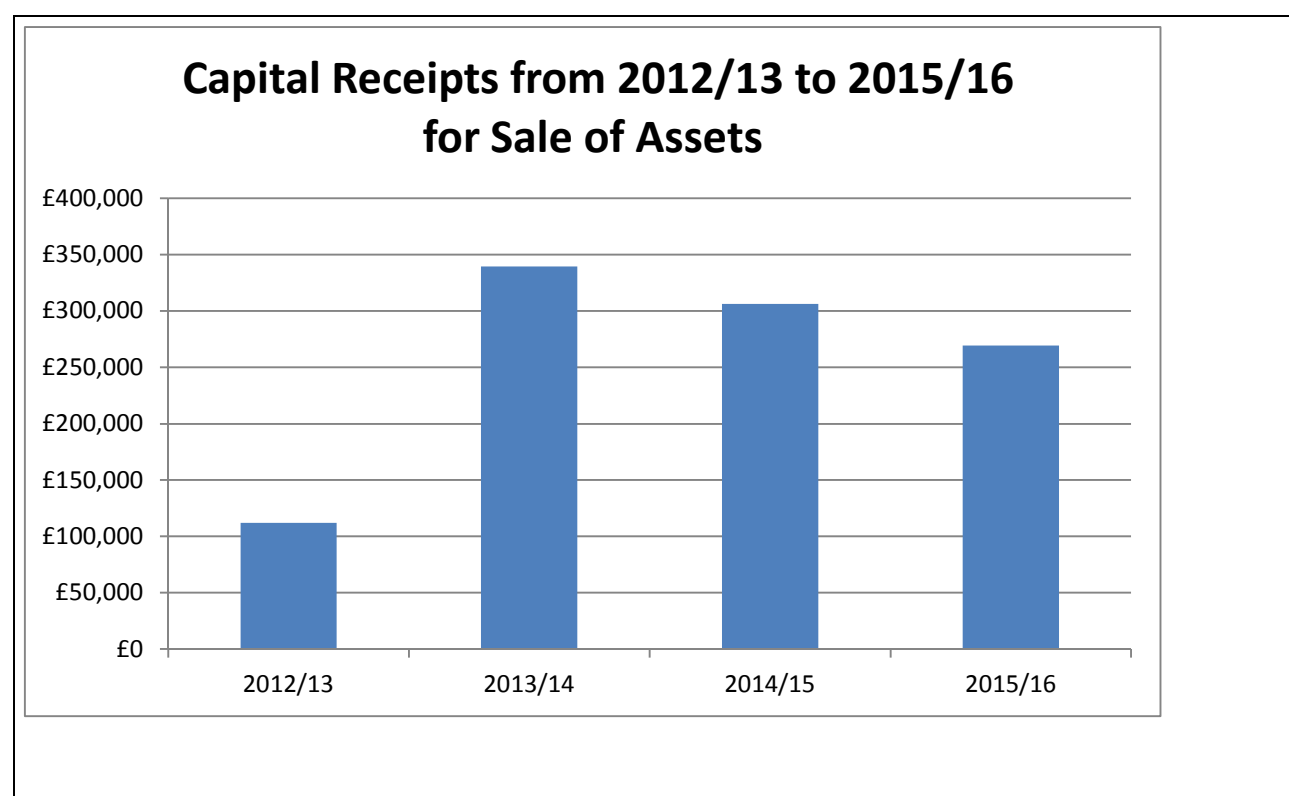
- 4.1 Investment in fleet and mechanical assets is funded from Capital through prudential borrowing. The annual replacement budget fluctuates in line with the fleet replacement programme and for 2015/16 was approximately £1.9 million.

Expenditure on Investment In FaME Assets From 2012/13 to 2015/16

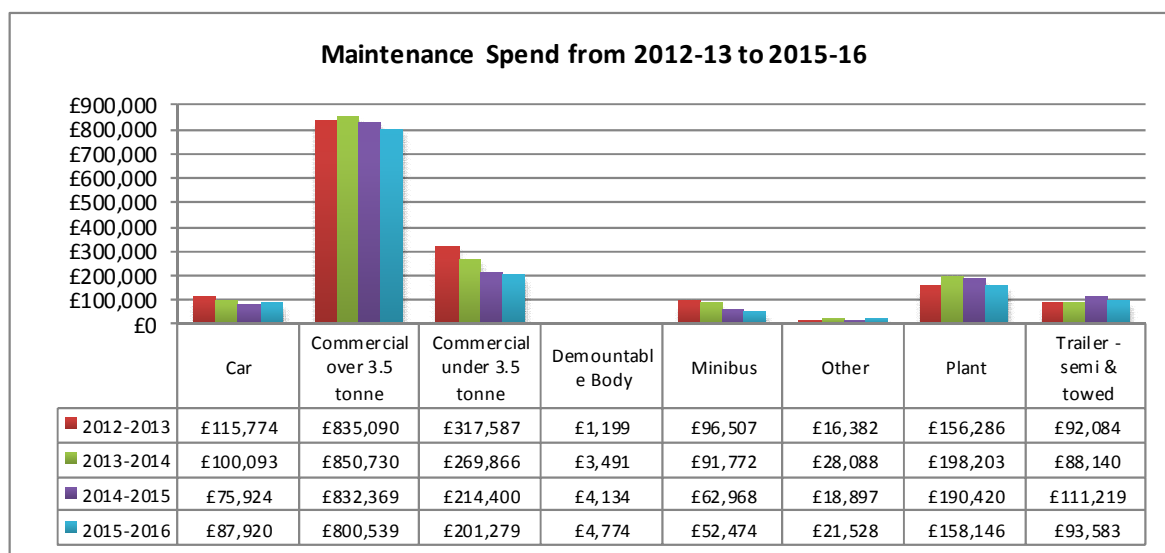


- 4.2 Appendix 2 shows a breakdown of asset types purchased between 2012/13 and 2015/16. It also provides a breakdown of the fleet replacement programme by asset type. This indicates that 12 cars were due to be replaced in 2015/16 but only 9 were replaced - this was due to 3 cars having low mileages resulting in their replacement dates being extended. Similarly with panel vans; 7 were due for replacement with 3 replaced, 3 carried forward due to low mileage and 1 disposed of due to being beyond economical repair and no longer required.
- 4.3 During 2015/16, additional vehicles and plant were purchased due to sports pitches now being maintained in-house. These included one vehicle, various tractor attachments and plant for grounds maintenance. An additional vehicle was also purchased for Housing and Community Care, Building Maintenance and Repairs team to replace a long term hire.
- 4.4 Appendix 2 shows that plant due for replacement was 71 but only 19 items of plant were replaced. The plant category covers a wide variety of asset types and values, therefore each asset needs to be reviewed individually to ensure best value is achieved. Service utilisation will also have an impact on the life of an asset. As such, it is difficult to predict an average expected service life for this category.

- 4.5 Appendix 3 shows the vehicle replacement programme for 2016/17. Fleet Management have identified that a large number of plant allocated to Community Greenspace is due for replacement and a full audit of condition and usage will be carried out during 2016/17.
- 4.6 When an asset reaches the end of its life, it will be disposed of in accordance with the Fleet Disposal Policy. If the asset is sold at auction or scrapped, this will result in a capital receipt and used to offset prudential borrowing. The table below shows the capital receipts for the last 4 years.



- 4.7 The amount of capital receipts can vary substantially year on year depending on the type of asset disposed of. Appendix 4 gives a breakdown of asset types disposed of between 2012/13 and 2015/16.
- 4.8 The ongoing revenue costs of maintaining the Council's FaME assets together with associated Fleet Management costs are met from Service budgets based on their asset use.
- 4.9 The maintenance spend for FaME assets over the last 4 years is detailed below and has been calculated using the Council's Key2 system and separated into asset type:



- 4.10 Maintenance spend on cars and commercial vehicles under 3.5 tonnes has dropped due to a change in the frequency of inspections. The decision to reduce the frequency was taken following a maintenance review which analysed benchmarking with other local authorities, increased manufacturers service schedules and current industry good practice.
- 4.11 Additional costs of £290,000 for insurance and £113,809 for Road Fund Licences are excluded from the graph as these costs are determined by external sources of Fleet Management. However, these costs are recovered through the annual recharge to Services.

5. CONCLUSION AND RECOMMENDATIONS

- 5.1 As part of the Council's Transformation Programme 2015-2020, the Committee has previously approved a Council Vehicle Fleet Utilisation and Optimisation Review (Report 15/397 refers). The review will focus on the use of the Council's smaller vehicle fleet. The annual mileage of these vehicles varies with a large number of vehicles returning low annual mileages. The review objective is to identify route optimisation and more efficient utilisation of the vehicles through the use of technology. This will provide information on identifying the scope for potential reductions in the overall vehicle fleet and situations where low carbon vehicles could be used, reducing the Council's carbon footprint.
- 5.2 The Council's Fleet Management Team are members of the APSE Transport and Mechanical Advisory Group which establishes standard performance indicators to benchmark against other local authorities. Perth & Kinross Council will submit their first submission for financial year 2015/16, in line with other councils.

5.3 It is recommended that the Committee:

- i. Notes the contents of the report.
- ii. Requests the Director (Environment) to submit an annual report on the performance of, and investment in, the Council's Fleet and Mechanical Equipment Assets in accordance with the approved Asset Management Plan, including benchmarking information.

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Approved

Name	Designation	Date
Barbara Renton	Director (Environment)	21 October 2016

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

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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

1. Strategic Implications

Community Plan / Single Outcome Agreement

- 1.1 The proposals relate to the delivery of the Perth and Kinross Community Plan/ Single Outcome Agreement in terms of the following priorities:

- (i) Promoting a prosperous, inclusive and sustainable economy;
- (ii) Supporting people to lead independent, healthy and active lives; and
- (iii) Creating a safe and sustainable place for future generations.
- (iv) Supporting people to lead independent, healthy and active lives
- (v) Creating a safe and sustainable place for future generations

Corporate Plan

- 1.2 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 resource allocation. These 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, health and active lives; and
- (v) Creating a safe and sustainable place for future generations.

- 1.3 This report contributes to objective (iii).

2. Resource Implications

Financial

- 2.1 There are no direct financial or resource implications arising from this report. Financial requirements for FaME maintenance and replacement will be addressed through the existing budget.

Workforce

- 2.2 There are no workforce implications directly associated with this report.

Asset Management (land, property, IT)

- 2.3 This report is the Fleet and Mechanical Equipment Asset Annual Status Report.

3. Assessments

Equality Impact Assessment

- 3.1 Assessed as not relevant for the purposes of EqIA.

Strategic Environmental Assessment

- 3.2 Strategic Environmental Assessment (SEA) is a legal requirement under the Environmental Assessment (Scotland) Act 2005 that applies to all qualifying plans, programmes and strategies, including policies (PPS).
- 3.3 The matters presented in this report were considered under the Environmental Assessment (Scotland) Act 2005 and 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 No direct legal implications within this report.

Risk

- 3.7 There is a risk to the travelling public and reputational/legal risk to the Council if our Fleet is not maintained.

4. Consultation

Internal

- 4.1 Fleet Management and Corporate Finance Teams have all been consulted in the preparation of this report.

External

- 4.2 No external consultation took place.

5. Communication

- 5.1 None.

2. BACKGROUND PAPERS

- 2.1 There are no background papers with this report.

3. APPENDICES

- 3.1 Appendix 1 – Summary of current DVSA performance indicators.
- 3.2 Appendix 2 - Historical Investment Breakdown by Asset Type.
- 3.2 Appendix 3 - Capital Replacement Programme 2015/16.
- 3.3 Appendix 4 - Breakdown of assets types disposed of between 2012/13 and 2015/16.

The table below shows a summary of the current DVSA Performance Indicators:

Performance Measure	2015/16 Target	2015/16 Achieved	Description of Indicator
Operator Compliance Risk Score (OCRS) Roadworthiness	Green	Green	The OCRS system is based on data collected by the Driver and Vehicle Standards Agency (DVSA) over a 3-year rolling period. Data is taken from vehicle tests (first tests, subsequent annual tests), 'vehicle encounters' (fleet check inspections at operator premises, roadside inspections). An operator receives points when a test or inspection finds a defect or infringement of the rules. The more serious the defect or infringement, the more points. The operator is given a score, which will be shown as Red - highest risk, Amber - medium risk or Green - lowest risk.
Operator Compliance Risk Score (OCRS) Overall Traffic	Green	Green	The OCRS system is based on data collected by the DVSA over a 3-year rolling period. Data is taken from roadside inspections and prosecutions (eg. for driver hours and tachograph offences, weighing checks) An operator receives points when a test or inspection finds a defect or infringement of the rules. The more serious the defect or infringement, the more points. The operator is given a score, which will be shown as Red - highest risk, Amber - medium risk or Green - lowest risk. The percentage of HGVs passing test.
Monitoring of FaME Asset HGV pass rate benchmarked against National Average supplied by DVSA	Higher than National average 2015/16 Rolling National Average 84.58%	93.02%	
Outsourced Work benchmarked against budget and reported quarterly to divisional service managers meeting.	Remain within Budget £162,000 (£13,500 per month)	£107,427 66.31% of budget	External providers are used where there isn't capacity within the workshop to manage the workload or where the work is specialised.
Percentage of HGV Safety Inspections completed on time, benchmarked against compliance, and reported quarterly to divisional service managers meeting.	Achieve Compliance of 100%	99% 5 inspections	Number of Safety Inspections due & Number completed on time.

Historical Investment Breakdown by Asset Type

Asset Classification	Asset Type	Quantity Purchased 2012/13	Capital Spend 2012/13	Due Replacement 2013/14	Quantity Purchased 2013/14	Capital Spend 2013/14	Due Replacement 2014/15	Quantity Purchased 2014/15	Capital Spend 2014/15	Due Replacement 2015/16	Quantity Purchased 2015/16	Capital Spend 2015/16
Car	Car	13	£116,000	55	45	£482,000	32	28	£293,203	12	9	£86,942
Commercial over 3.5 tonne	RCV	4	£972,000	7	4	£1,244,000	4	5	£1,552,607	5	5	£1,023,442
	Tipper	1		5	1		2	4		1	2	
	2 Axle Hooklift	1		1	3		3	2		2	2	
	4 Axle Hooklift	1		0	0		0	0		0	0	
	Sweeper	0		3	3		0	0		0	0	
	Hiab	0		1	1		0	0		0	0	
	Library Vehicle	0		2	0		0	3		0	0	
	Artic	1		0	0		2	2		0	0	
	Food Waste Lorry	0		0	0		0	1		0	0	
		8		19	12		11	16		8	9	
Commercial over 3.5 tonne Total												
Commercial under 3.5 tonne	Panel Van	11	£638,000	32	30	£699,000	9	6	£479,984	7	3	£445,644
	Car Derived Van	7		11	9		0	0		5	5	
	Van Derived MPV	2		3	2		1	3		0	0	
	Pickup	0		1	0		11	12		0	1	
	Sweeper	7		3	1		1	0		4	3	
	Luton Van	0		1	0		1	0		0	0	
	Tipper	0		4	0		3	2		5	5	
	Dropside	0		0	0		0	1		0	0	
Commercial under 3.5 tonne Total		27		55	42		26	24		21	17	
Demountable Body	Demountable Bodies	0	£0	11	2	£7,000	3	3	£36,405	8	0	£0

Asset Classification	Asset Type	Quantity Purchased 2012/13	Capital Spend 2012/13	Due Replacement 2013/14	Quantity Purchased 2013/14	Capital Spend 2013/14	Due Replacement 2014/15	Quantity Purchased 2014/15	Capital Spend 2014/15	Due Replacement 2015/16	Quantity Purchased 2015/16	Capital Spend 2015/16
Minibus	Mobility Minibus	7	£302,000	18	0	£206,000	7	5	£315,717	1	1	£57,476
	Minibus	0										
Minibus Total		7		24	9		8	8		1	1	
Other e.g. Skips, Recycling Bells, Containers & Vehicle Ramps		10	£19,000	0	7	£14,000	0	20*	*£56,287	0	4*	*£6,589
Plant	Plant	159	£448,000	49	35	£387,000	41	18	£322,091	71	19	£36,791
Trailer - semi & towed	Bulk Ejection Trailer	4	£225,000	0	0	£28,000	0	0	£91,635	4	4	£229,796
	Towed Trailers	3		14	3		25	30		3	0	
Trailer - semi & towed Total		7		14	3		25	30		7	4	
Grand Total		231	£2,720,000	227	155	£3,067,000	146	147	£3,147,929	128	63	£1,886,681

*Skips funded from Waste Services

Vehicle Replacement Programme 2016/17

Fleet No	Reg No	Reg Date	Make Model Derivative	Replacement Date	Term Months	Asset Classification	Asset Group Description	Asset Type	Section	Estimate
WB9489	WB9489	01/01/1994	Efco Jet 400 - LITTLE	01/01/1998	48	Plant	Power Tool	Strimmer	Community Greenspace	£300
WB94219	WB94219	01/01/1994	WONDER 9444E -	01/01/2000	72	Plant	Power Tool	Leaf Blower	Community Greenspace	£200
WB9787	WB9787	01/01/1997	Husqvarna 250R -	01/01/2001	48	Plant	Power Tool	Brush Cutter	Community Greenspace	£300
FR97123	FR97123	01/01/1997	Edge Panther - Pubert	01/01/2001	48	Plant	Power Tool	Pressure Washer	Waste Disposal	£1,000
WB9582	WB9582	01/01/1995	Pedestrian Rotovator -	01/01/2003	96	Plant	Pedestrian	Rotovator	Ground Maintenance	£500
WD017	WD017	01/01/1999	Makita 2414B	01/01/2004	60	Plant	Power Tool	Saw	Welding Bay	£500
WB0195	WB0195	01/01/2001	Husqvarna 372XPG -	01/01/2005	48	Plant	Power Tool	Chainsaw	Community Greenspace	£500
WB0196	WB0196	01/01/2001	Danarm TM3100 -	01/01/2006	60	Plant	Power Tool	Hedge Trimmer (Short Reach)	Community Greenspace	£250
HI9657	FR9657	01/01/1996	Honda WB10	01/01/2006	120	Plant	Power Tool	Pump	GM Burials	£350
WB02128	WB02128	01/01/2002	Stromab RS- 650 Cross Cut	01/01/2007	60	Plant	Power Tool	Saw	Community Greenspace	£500
WS090	WS090	01/01/2003	Powervamp 175	01/01/2007	48	Plant	Power Tool	Battery Booster	Workshop	£350
WB97260	WB97260	01/01/1997	Round Sling 4 Ton	01/01/2007	120	Plant	Specialist	Strops	Community Greenspace	£150
WD006	WD006	01/01/2003	Record RPBS 791 Metal Band Saw	01/01/2008	60	Plant	Power Tool	Saw	Welding Bay	£500
WD019	WD019	01/01/2003	TCT Cutting Saw	01/01/2008	60	Plant	Power Tool	Saw	Welding Bay	£500
WS110	WS110	01/01/2003	Bosch GKS65	01/01/2008	60	Plant	Power Tool	Saw	Workshop	£500
WB0551	WB0551	01/01/2005	Zenoah EXZ 2600 -	01/01/2009	48	Plant	Power Tool	Edger	Ground Maintenance	£350

Fleet No	Reg No	Reg Date	Make Model Derivative	Replacement Date	Term Months	Asset Classification	Asset Group Description	Asset Type	Section	Estimate
CR0631	CR0631	01/01/2006	Zenoah EXZ 2600 -	01/01/2010	48	Plant	Power Tool	Edger	Ground Maintenance	£350
WS092	WS092	01/01/2006	Sealey Powerstart 500	01/01/2010	48	Plant	Power Tool	Battery Booster	Workshop	£350
CR0658	CR0658	01/01/2006	Clarke Raider 60	01/01/2010	48	Plant	Power Tool	Compressor Tank	Ground Maintenance	£500
FR00119	FR00119	01/01/2000	Tecalmit Air Greaser -	01/01/2010	120	Plant	Power Tool	Pump	Ground Maintenance	£250
FL0702	FL0702	01/01/2007	Etesia PHTS -	01/01/2011	48	Plant	Pedestrian	Mower	Fleet	£900
WB04197	WB04197	01/01/2005	DeWalt D65510	01/01/2011	72	Plant	Power Tool	Sander	Community Greenspace	£400
A051	A051	01/01/2004	Gravely PRO 1536H	01/01/2012	96	Plant	Pedestrian Attachment	Mower Rotary Deck	Ground Maintenance	£500
WB0270	WB0270	01/01/2002	Team Sprayer 1600L -	01/01/2012	120	Plant	Power Tool	Sprayer	Ground Maintenance	£400
A122	A122	01/01/2004	Manitou PFB43NM-120 -	01/01/2012	96	Plant	Heavy Plant Attachment	Forks	Waste Disposal	£750
B023	B023	24/01/2006	D & B Engineering Flatbed	01/03/2012	72	Body	Demountable Body (Roll On Roll Off)	Flatbed	Waste Disposal	£5,000
T41	T41	01/03/1997	Western Trailer 340	01/03/2012	180	Trailer	Trailer Less than 1020 Kg	Water Bowser	Community Greenspace	£1,800
B008	B008	24/01/2006	D & B Engineering Curtain Top Body -	01/03/2012	72	Body	Demountable Body (Roll On Roll Off)	Box	Waste Disposal	£6,000
A144	A144	01/04/2006	Contact WP STD	01/04/2012	72	Plant	Heavy Plant Attachment	Caged Platform	Waste Disposal	£1,200
WB02266	WB02266	01/06/2002	Western Trailers 1500 bowser/sprayer	01/06/2012	120	Plant	Power Tool	Sprayer	Community Greenspace	£2,000
WB0505	WB0505	01/01/2005	Gravely PRO 1536H	01/01/2013	96	Plant	Pedestrian	Mower	Ground Maintenance	£700
FR0889	FR0889	01/01/2008	Bosch GKS 24V	01/01/2013	60	Plant	Power Tool	Saw	Waste Disposal	£500
FL0802	FL0802	01/01/2008	STIHL HS 86R -	01/01/2013	60	Plant	Power Tool	Hedge Trimmer (Short Reach)	Fleet	£325
FL0905	FL0905	23/01/2009	STIHL FS450 -	23/01/2013	48	Plant	Power Tool	Strimmer	Fleet	£450

Fleet No	Reg No	Reg Date	Make Model Derivative	Replacement Date	Term Months	Asset Classification	Asset Group Description	Asset Type	Section	Estimate
WB1201	WB1201	23/01/2009	STIHL FS450 -	23/01/2013	48	Plant	Power Tool	Strimmer	Ground Maintenance	£450
WB1205	WB1205	23/01/2009	STIHL FS450 -	23/01/2013	48	Plant	Power Tool	Strimmer	Ground Maintenance	£450
WS147	WS147	19/02/2009	Fiac 150 S	19/02/2013	48	Plant	Power Tool	Compressor	Workshop	£600
B035	B035	24/10/2007	D & B Engineering Curtain Top Body -	24/10/2013	72	Body	Demountable Body (Over 12t)	Box	Waste Disposal	£3,000
B032	B032	24/10/2007	D & B Engineering Curtain Top Body -	24/10/2013	72	Body	Demountable Body (Over 12t)	Box	Waste Disposal	£3,000
B017	B017	24/10/2007	D & B Engineering Flatbed	24/10/2013	72	Body	Demountable Body (Over 12t)	Flatbed	Waste Disposal	£3,000
B018	B018	24/10/2007	D & B Engineering Curtain Top Body -	24/10/2013	72	Body	Demountable Body (Over 12t)	Tipper	Waste Disposal	£3,000
FR0458	FR0458	01/01/2004	GLASDON Turbocast 300	01/01/2014	120	Plant	Pedestrian	Salt Spreader	Ground Maintenance	£989
FR0461	FR0461	01/01/2004	GLASDON Turbocast 300	01/01/2014	120	Plant	Pedestrian	Salt Spreader	Ground Maintenance	£989
BL0405	BL0405	01/01/2004	GLASDON Turbocast 300	01/01/2014	120	Plant	Pedestrian	Salt Spreader	Ground Maintenance	£989
WD014	WD014	01/01/2008	DeWalt DW625EK	01/01/2014	72	Plant	Power Tool	Router	Welding Bay	£350
A105	A105	01/01/2006	Strimech Double Hydraulic Adjuster Forks -	01/01/2014	96	Plant	Heavy Plant Attachment	Forks	Waste Disposal	£1,000
A106	A106	01/01/2004	Murray Grab -	01/01/2014	120	Plant	Tractor Attachment	Grab	Waste Disposal	£800
A124	A124	01/01/2006	Strimech Bucket -	01/01/2014	96	Plant	Tractor Attachment	Bucket	Waste Disposal	£800
WS167	WS167	29/01/2010	Sealey Powerstart 900	29/01/2014	48	Plant	Power Tool	Battery Booster	Workshop	£350

Fleet No	Reg No	Reg Date	Make Model Derivative	Replacement Date	Term Months	Asset Classification	Asset Group Description	Asset Type	Section	Estimate
T17	T17	01/04/2004	IFORWILLIAMS P6e -	01/04/2014	120	Trailer	Trailer Less than 750 Kg	1 Axle	Ground Maintenance	£685
A042	A042	22/05/2009	Cascade Pallet Forks Hydraulic Adjustment	22/05/2014	60	Plant	Heavy Plant Attachment	Forks	Waste Disposal	£750
FR1008	FR1008	03/09/2010	STIHL HT131 Pole Pruner	03/09/2014	48	Plant	Power Tool	Polesaw	Ground Maintenance	£510
WB09138	WB09138	23/01/2009	STIHL HS 86R -	22/09/2014	60	Plant	Power Tool	Hedge Trimmer (Short Reach)	Ground Maintenance	£325
WB0568	WB0568	01/01/2005	Karcher HDS 745 -	01/01/2015	120	Plant	Power Tool	Pressure Washer	Ground Maintenance	£1,795
FR0587	FR0587	01/01/2005	Sealey TR4/SB	01/01/2015	120	Plant	Power Tool	Flood Light	GM Burials	£600
WB0590	WB0590	01/01/2005	Niifisk Alto BE	01/01/2015	120	Plant	Power Tool	Pump	Community Greenspace	£250
WS002	WS002	01/01/2001	Corghi Artiglio Basic	01/01/2015	168	Plant	Fixed	Tyre Changer	Workshop	£5,000
FL1001	FL1001	23/01/2009	STIHL BR380 -	23/01/2015	72	Plant	Power Tool	Leaf Blower	Fleet	£350
CR1005	WB1001	23/01/2009	STIHL HS 86R -	16/02/2015	60	Plant	Power Tool	Hedge Trimmer (Short Reach)	Ground Maintenance	£325
B009	B009	18/02/2009	LVB Chip Pan Body -	18/02/2015	72	Body	Demountable Body (U7.5t, New Style)	Chip Pan	Fleet	£15,000
T22	T22	01/03/2005	IFORWILLIAMS P6e -	01/03/2015	120	Trailer	Trailer Less than 750 Kg	1 Axle	Ground Maintenance	£685
WB0981	WB0981	01/04/2009	STIHL BR380 -	01/04/2015	72	Plant	Power Tool	Leaf Blower	Ground Maintenance	£350
B026	B026	01/04/2009	LVB Chip Pan Body	07/04/2015	72	Body	Demountable Body (U7.5t, New Style)	Chip Pan	Fleet	£12,000
B025	B025	01/04/2009	LVB Dropside Body with Toolbox	07/04/2015	72	Body	Demountable Body (U7.5t, New Style)	Dropside	Fleet	£6,000
A032	A032	17/04/2007	ALO BUCKET 160H EURO 8	17/04/2015	96	Plant	Tractor Attachment	Bucket	Ground Maintenance	£750
A014	A014	01/05/2009	Strimech Bucket and Claw -	01/05/2015	72	Plant	Heavy Plant Attachment	Bucket/Grab	Waste Disposal	£1,750

Fleet No	Reg No	Reg Date	Make Model Derivative	Replacement Date	Term Months	Asset Classification	Asset Group Description	Asset Type	Section	Estimate
HI1101	HI1101	23/01/2009	STIHL FS450 -	26/05/2015	48	Plant	Power Tool	Strimmer	Ground Maintenance	£450
BL1001C	BL1001	16/06/2010	Karcher HDS 645 IPX5	16/06/2015	60	Plant	Power Tool	Pressure Washer	Waste Disposal	£1,500
CR1004	CR1004	16/09/2010	STIHL HL100 35 Degree	16/09/2015	60	Plant	Power Tool	Hedge Trimmer (Long Reach)	Ground Maintenance	£465
BL1002	BL1002	16/09/2010	STIHL HL100 35 Degree	16/09/2015	60	Plant	Power Tool	Hedge Trimmer (Long Reach)	Ground Maintenance	£465
A130	A130	20/09/2010	Craigs Brushes Power-Broom (2010) 9 Ft Brush	05/10/2015	60	Plant	Heavy Plant Attachment	Powered Sweeper	Waste Disposal	£1,800
T34	T34	01/01/1997	Bateson 1300 1 Axle	01/11/2015	226	Trailer	Trailer Less than 750 Kg	1 Axle	Roads	£1,500
62	EJ15	01/12/2008	BMI 110 Ejector	01/12/2015	84	Trailer	O Licence Trailer	Bulk Ejection	Waste Disposal	£40,745
WS004	WS004	01/01/2002	Corghi AG Super 52L	01/12/2015	167	Plant	Fixed	Tyre Changer	Workshop	£3,000
WB09141	WB09141	23/01/2009	STIHL BR380 -	18/12/2015	72	Plant	Power Tool	Leaf Blower	Ground Maintenance	£350
BL0834	BL0834	01/01/2008	Peacock Atlas SP10	01/01/2016	96	Plant	Pedestrian	Salt Spreader	Ground Maintenance	£160
CR0845	CR0845	01/01/2008	Peacock Atlas SP10	01/01/2016	96	Plant	Pedestrian	Salt Spreader	Ground Maintenance	£160
FR0864	FR0864	01/01/2008	Peacock Atlas SP10	01/01/2016	96	Plant	Pedestrian	Salt Spreader	Ground Maintenance	£160
WS001	WS001	01/01/2001	Lucas Swing Lift	01/01/2016	180	Plant	Fixed	Tyre Crane	Workshop	£200
A120	A120	01/01/2006	Strimech Hook -	01/01/2016	120	Plant	Heavy Plant Attachment	Hook Lift	Waste Disposal	£800
FR1101	FR1101	01/01/2011	DeWalt DC300 36v Circular Saw	01/01/2016	60	Plant	Power Tool	Saw	Waste Disposal	£500
KI1205	KI1205	23/01/2009	STIHL FS450 -	23/01/2016	48	Plant	Power Tool	Strimmer	Ground Maintenance	£450
CR1002	CR1002	23/01/2009	STIHL BR380 -	16/02/2016	72	Plant	Power Tool	Leaf Blower	Ground Maintenance	£350
CR1001	CR1001	23/01/2009	STIHL BR380 -	16/02/2016	72	Plant	Power Tool	Leaf Blower	Ground Maintenance	£350

Fleet No	Reg No	Reg Date	Make Model Derivative	Replacement Date	Term Months	Asset Classification	Asset Group Description	Asset Type	Section	Estimate
A123	A123	19/04/2006	Stronga SA2300 -	19/04/2016	120	Plant	Heavy Plant Attachment	Caged Platform	Waste Disposal	£1,000
KI1201	KI1201	24/04/2012	Etesia PHTS2 -	24/04/2016	48	Plant	Pedestrian	Mower	Ground Maintenance	£900
WB1202	WB1202	24/04/2012	Etesia PHTS2 -	24/04/2016	48	Plant	Pedestrian	Mower	Ground Maintenance	£900
FL1202	FL1202	24/04/2012	Etesia PHTS2 -	24/04/2016	48	Plant	Pedestrian	Mower	Fleet	£900
FR1208	FR1208	25/04/2012	Etesia PHTS2 -	25/04/2016	48	Plant	Pedestrian	Mower	Ground Maintenance	£900
1143	SP11ZWB	21/04/2011	Ford Transit Connect T230			Commercial Under				
301C	SP08EUW	30/04/2008	New Holland T4050 4WD	26/04/2016	60	3,500Kgs	Van <3,000kg	Panel Van	Courier	£12,000
300C	SP08EUV	30/04/2008	New Holland T4050 4WD	06/05/2016	96	Plant	Agricultural Tractor	>100hp	Ground Maintenance	£44,000
299C	SP08EUX	30/04/2008	New Holland T4050 4WD	06/05/2016	96	Plant	Agricultural Tractor	>100hp	Ground Maintenance	£44,000
298C	SP08EUY	30/04/2008	New Holland T4050 4WD	06/05/2016	96	Plant	Agricultural Tractor	>100hp	Ground Maintenance	£44,000
A134	A134	06/05/2008	ALO FORKS -	06/05/2016	96	Plant	Tractor Attachment	Forks	Ground Maintenance	£1,000
A117	A117	06/05/2008	ALO BUCKET	06/05/2016	96	Plant	Tractor Attachment	Bucket	Ground Maintenance	£800
A116	A116	06/05/2008	Quicke DM Q30 FX5720/3	06/05/2016	96	Plant	Tractor Attachment	Loader Assembly	Ground Maintenance	£800
A126	A126	06/05/2008	Quicke DM Q30 FX5720/3	06/05/2016	96	Plant	Tractor Attachment	Loader Assembly	Ground Maintenance	£1,000
A127	A127	06/05/2008	ALO BUCKET	06/05/2016	96	Plant	Tractor Attachment	Bucket	Waste Disposal	£800
A011	A011	06/05/2008	Quicke DM Q30 FX5720/3	06/05/2016	96	Plant	Tractor Attachment	Loader Assembly	Ground Maintenance	£800
A013	A013	06/05/2008	Quicke DM Q30 FX5720/3	06/05/2016	96	Plant	Tractor Attachment	Loader Assembly	Waste Disposal	£800
A041	A041	06/05/2008	ALO FORKS -	06/05/2016	96	Plant	Tractor Attachment	Forks	Ground Maintenance	£800

Fleet No	Reg No	Reg Date	Make Model Derivative	Replacement Date	Term Months	Asset Classification	Asset Group Description	Asset Type	Section	Estimate
1036	SM09ZHK	31/07/2009	Renault Clio 1.5dci	06/05/2016	81	Car	Hatchback	Hatchback	Homecare - Older People	£10,000
A107	A107	06/05/2008	Quicke DM Q30 FX5720/3	06/05/2016	96	Plant	Tractor Attachment	Loader Assembly	Ground Maintenance	£800
1106	SP60LCZ	08/09/2010	Peugeot 207 S HDI 90	13/05/2016	68	Car	Hatchback	Hatchback	Roads	£8,153
1136	ST60HCF	30/01/2011	Peugeot 308 S hdi auto	16/05/2016	62	Car	Hatchback	Hatchback	Roads	£10,535
1123	ST60HBY	17/12/2010	Peugeot 308 S hdi	21/05/2016	65	Car	Hatchback	Hatchback	Roads	£10,369
A128	A128	22/06/2006	Volvo 80109 - CHAIN 3M 1	22/06/2016	120	Plant	Heavy Plant Attachment	Forks	Waste Disposal	£700
FR1536	FR1536	30/06/2006	Ton -	30/06/2016	120	Plant	Specialist	Chain	GM Burials	£200
1149	ST11CFJ	30/05/2011	Ford Connect T220S	05/07/2016	60	Commercial Under 3,500Kgs	Van <3,000kg	Panel Van	Courier	£12,000
WB1204	WB1204	30/07/2012	Etesia PHTS2 -	30/07/2016	48	Plant	Pedestrian	Mower	Ground Maintenance	£900
FR1212	FR1212	30/07/2012	Etesia PHTS2 -	30/07/2016	48	Plant	Pedestrian	Mower	Ground Maintenance	£900
BL1202	BL1202	01/08/2012	Etesia PHTS2 -	01/08/2016	48	Plant	Pedestrian	Mower	Ground Maintenance	£900
CR1203	CR1203	01/08/2012	Etesia PHTS2 -	01/08/2016	48	Plant	Pedestrian	Mower	Ground Maintenance	£900
FL1203	FL1203	01/08/2012	Etesia PHTS2 -	01/08/2016	48	Plant	Pedestrian	Mower	Fleet	£900
FR1213	FR1213	01/08/2012	Etesia PHTS2 -	01/08/2016	48	Plant	Pedestrian	Mower	Ground Maintenance	£900
KI1202	KI1202	01/08/2012	Etesia PHTS2 -	01/08/2016	48	Plant	Pedestrian	Mower	Ground Maintenance	£900
KI1203	KI1203	01/08/2012	Etesia PHTS2 -	01/08/2016	48	Plant	Pedestrian	Mower	Ground Maintenance	£900
WB1206	WB1206	01/08/2012	Etesia PHTS2 -	01/08/2016	48	Plant	Pedestrian	Mower	Ground Maintenance	£900
WB1207	WB1207	01/08/2012	Etesia PHTS2 -	01/08/2016	48	Plant	Pedestrian	Mower	Ground Maintenance	£900

Fleet No	Reg No	Reg Date	Make Model Derivative	Replacement Date	Term Months	Asset Classification	Asset Group Description	Asset Type	Section	Estimate
WB1208	WB1208	01/08/2012	Etesia PHTS2 -	01/08/2016	48	Plant	Pedestrian	Mower	Ground Maintenance	£900
WB1209	WB1209	01/08/2012	Etesia PHTS2 -	01/08/2016	48	Plant	Pedestrian	Mower	Ground Maintenance	£900
1151	ST11WUY	29/07/2011	Ford Transit Connect T230	16/08/2016	60	Commercial Under 3,500Kgs	Van <3,000kg	Panel Van	Operations Admin	£12,000
1056	SN59AUL	25/09/2009	DAF LF55 220	25/09/2016	84	Commercial Over 3,500Kgs	Skip Loader	2 Axles	Waste Disposal	£68,440
A065	A065	01/10/2009	J A Cuthbertson PG.80 -	01/10/2016	84	Plant	Tractor Attachment	Trailed Gritter	Ground Maintenance	£1,924
A066	A066	01/10/2009	J A Cuthbertson PG.80 -	01/10/2016	84	Plant	Tractor Attachment	Trailed Gritter	Ground Maintenance	£1,924
A057	A057	01/10/2009	Bomford Turner B315 -	01/10/2016	84	Plant	Tractor Attachment	Side Arm Flail	Ground Maintenance	£7,831
A058	A058	01/10/2009	Bomford Turner B315 -	01/10/2016	84	Plant	Tractor Attachment	Side Arm Flail	Ground Maintenance	£7,831
A060	A060	01/10/2009	J A Cuthbertson PG.80 -	01/10/2016	84	Plant	Tractor Attachment	Trailed Gritter	Ground Maintenance	£1,924
FR1214	FR1214	05/10/2012	STIHL TS410 -	03/10/2016	48	Plant	Power Tool	Saw	Waste Disposal	£465
1055	SP59ABK	19/10/2009	Iveco Trakker AD340T41	19/10/2016	84	Commercial Over 3,500Kgs	Hooklift	4 Axles	Waste Disposal	£95,545
1165	SA61WWK	26/10/2011	Kia Sportage 2.0 CRDi KX2	23/11/2016	60	Car	4x4	4x4	Children & Family Services	£20,000
KI0826	KI0826	01/01/2008	Peacock Atlas SP10	01/01/2017	96	Plant	Pedestrian	Salt Spreader	Ground Maintenance	£160
WB92124	WB92124	01/01/1992	Bosch GBM10 110v	01/01/2017	300	Plant	Power Tool	Drill	Community Greenspace	£600
WB97101	WB97101	01/01/1997	Ingersol-Rand A3 -	01/01/2017	240	Plant	Power Tool	Compressor	Community Greenspace	£650
WB97115	WB97115	01/01/1997	Hitachi G13SB	01/01/2017	240	Plant	Power Tool	Grinder	Community Greenspace	£400
WS003	WS003	01/01/1997	Corghi EM43	01/01/2017	240	Plant	Fixed	Wheel Balancer	Workshop	£1,000

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WD011	WD011	01/01/2002	Bosch GBH 5-40DE	01/01/2017	180	Plant	Power Tool	Drill	Welding Bay	£600
HI9053	HI9053	01/01/1990	Wilman 7 Step A-Frame	01/01/2017	324	Plant	Manual Tool	Ladder	Ground Maintenance	£600
FR1002	FR1002	01/01/2010	Probst VPH	01/01/2017	84	Plant	Power Tool	Slab Lifter	Waste Disposal	£400
1064	SG10JMO	18/03/2010	Peugeot 207 S HDI 68	18/01/2017	82	Car	Hatchback	Hatchback	Roads Pool Vehicle	£10,858
FR1207	FR1207	23/01/2009	STIHL HS 86R -	23/01/2017	60	Plant	Power Tool	Hedge Trimmer (Short Reach)	Ground Maintenance	£325
HI1303	HI1303	23/01/2009	STIHL FS450 -	23/01/2017	48	Plant	Power Tool	Strimmer	Ground Maintenance	£450
FR1210	FR1210	23/01/2009	STIHL HS 86R -	23/01/2017	60	Plant	Power Tool	Hedge Trimmer (Short Reach)	Ground Maintenance	£325
FR1209	FR1209	23/01/2009	STIHL HS 86R -	23/01/2017	60	Plant	Power Tool	Hedge Trimmer (Short Reach)	Ground Maintenance	£325
FR1510	FR1510	02/02/2007	Straps Straps 500kg 4M	02/02/2017	120	Other	Specialist	Straps	GM Burials	£100
FR1512	FR1512	02/02/2007	Straps Straps 500kg 4M	02/02/2017	120	Other	Specialist	Straps	GM Burials	£100
FR1513	FR1513	02/02/2007	Straps Straps 500kg 4M	02/02/2017	120	Other	Specialist	Straps	GM Burials	£100
1109	SP60BFV	01/02/2011	Iveco Daily 45C14D HK	22/02/2017	72	Commercial Over 3,500Kgs	Hooklift	2 Axles	Street Sweeping	£50,000
1111	SP60BFY	01/02/2011	Iveco Daily 45C14D HK	22/02/2017	72	Commercial Over 3,500Kgs	Hooklift	2 Axles	Street Sweeping	£50,000
1112	SP60BFZ	01/02/2011	Iveco Daily 45C14D HK	22/02/2017	72	Commercial Over 3,500Kgs	Hooklift	2 Axles	Street Sweeping	£50,000
1110	SP60BFX	01/02/2011	Iveco Daily 45C14D HK	22/02/2017	72	Commercial Over 3,500Kgs	Hooklift	2 Axles	Street Sweeping	£50,000
B045	B045	22/02/2011	LVB Chip Pan Body -	22/02/2017	72	Body	Demountable Body (U7.5t, New Style)	Chip Pan	Street Sweeping	£9,000

Fleet No	Reg No	Reg Date	Make Model Derivative	Replacement Date	Term Months	Asset Classification	Asset Group Description	Asset Type	Section	Estimate
B046	B046	22/02/2011	LVB Caged Body -	22/02/2017	72	Body	Demountable Body (U7.5t, New Style)	Cage With Sidelift	Street Sweeping	£8,450
B047	B047	22/02/2011	LVB Caged Body -	22/02/2017	72	Body	Demountable Body (U7.5t, New Style)	Cage With Sidelift	Street Sweeping	£8,450
B048	B048	22/02/2011	LVB Dropside Body with Toolbox -	22/02/2017	72	Body	Demountable Body (U7.5t, New Style)	Dropside	Street Sweeping	£2,900
B049	B049	22/02/2011	LVB Dropside Body with Toolbox -	22/02/2017	72	Body	Demountable Body (U7.5t, New Style)	Dropside	Street Sweeping	£2,900
B050	B050	22/02/2011	LVB Caged Body -	22/02/2017	72	Body	Demountable Body (U7.5t, New Style)	Cage	Street Sweeping	£6,600
B051	B051	22/02/2011	LVB Chip Pan Body -	22/02/2017	72	Body	Demountable Body (U7.5t, New Style)	Chip Pan	Street Sweeping	£9,000
1187	SD61HRM	30/01/2012	Ford Fiesta 1.4	23/02/2017	60	Car	Hatchback	Hatchback	Roads Pool Vehicle	£9,600
1171	SG61ZRJ	10/01/2012	Ford Fiesta 1.4	23/02/2017	60	Car	Hatchback	Hatchback	Roads Pool Vehicle	£9,600
1173	SG61ZPV	10/01/2012	Ford Fiesta 1.4	23/02/2017	60	Car	Hatchback	Hatchback	Property	£9,600
1175	SG61ZRV	10/01/2012	Ford Fiesta 1.4	23/02/2017	60	Car	Hatchback	Hatchback	Roads Pool Vehicle	£9,600
1172	SG61ZPU	10/01/2012	Ford Fiesta 1.4	23/02/2017	60	Car	Hatchback	Hatchback	Roads Pool Vehicle	£9,600
1170	SG61ZRF	10/01/2012	Ford Fiesta 1.4	23/02/2017	60	Car	Hatchback	Hatchback	Property	£9,600
1180	SD61HSA	10/01/2012	Ford Fiesta 1.4	23/02/2017	60	Car	Hatchback	Hatchback	Roads Pool Vehicle	£9,600
1179	SD61HVV	10/01/2012	Ford Fiesta 1.4	23/02/2017	60	Car	Hatchback	Hatchback	Property	£9,600
1178	SD61HYM	10/01/2012	Ford Fiesta 1.4	23/02/2017	60	Car	Hatchback	Hatchback	Roads Pool Vehicle	£9,600
B042	B042	28/02/2011	LVB Caged Body -	28/02/2017	72	Body	Demountable Body (U7.5t, New Style)	Cage	Street Sweeping	£6,600

Fleet No	Reg No	Reg Date	Make Model Derivative	Replacement Date	Term Months	Asset Classification	Asset Group Description	Asset Type	Section	Estimate
B041	B041	28/02/2011	LVB Caged Body	28/02/2017	72	Body	Demountable Body (U7.5t, New Style)	Cage	Street Sweeping	£6,600
B043	B043	28/02/2011	LVB Dropside Body with Toolbox -	28/02/2017	72	Body	Demountable Body (U7.5t, New Style)	Dropside	Street Sweeping	£2,900
B044	B044	28/02/2011	LVB Chip Pan Body -	28/02/2017	72	Body	Demountable Body (U7.5t, New Style)	Chip Pan	Street Sweeping	£9,000
1168	SG61ZPZ	10/01/2012	Ford Fiesta 1.4	28/02/2017	60	Car	Hatchback	Hatchback	Roads Pool Vehicle	£9,600
1169	SG61ZRU	10/01/2012	Ford Fiesta 1.4	28/02/2017	60	Car	Hatchback	Hatchback	Roads Pool Vehicle	£9,600
1174	SG61ZPY	10/01/2012	Ford Fiesta 1.4	28/02/2017	60	Car	Hatchback	Hatchback	Roads Pool Vehicle	£9,600
1176	SG61ZPX	10/01/2012	Ford Fiesta 1.4	28/02/2017	60	Car	Hatchback	Hatchback	Roads Pool Vehicle	£9,600
1177	SG61BNZ	10/01/2012	Ford Fiesta 1.4	28/02/2017	60	Car	Hatchback	Hatchback	Roads Pool Vehicle	£9,600
1186	SB61YYG	31/01/2012	Kia Sportage 2.0 CRDi KX2	01/03/2017	60	Car	4x4	4x4	Homecare - Older People	£20,000
1062	SN10DLK	01/03/2010	DAF FTT CF 85 .480	19/03/2017	84	Commercial Over 3,500Kgs	Artic Unit	3 Axles	Waste Disposal	£73,370
1063	SN10DLO	01/03/2010	DAF FTT CF 85 .480	19/03/2017	84	Commercial Over 3,500Kgs	Artic Unit	3 Axles	Waste Disposal	£73,370
1200	SJ12ZBO	01/03/2012	Ford Transit Connect T230	22/03/2017	60	Commercial Under 3,500Kgs	Van <3,000kg	Panel Van	Roads	£15,775
AB1303	AB1303	22/03/2013	STIHL FS460C -	22/03/2017	48	Plant	Power Tool	Strimmer	Ground Maintenance	£524
BL1302	BL1302	22/03/2013	STIHL FS460C -	22/03/2017	48	Plant	Power Tool	Strimmer	Ground Maintenance	£524
BL1303	BL1303	22/03/2013	STIHL FS460C -	22/03/2017	48	Plant	Power Tool	Strimmer	Ground Maintenance	£524
BL1304	BL1304	22/03/2013	STIHL FS460C -	22/03/2017	48	Plant	Power Tool	Strimmer	Ground Maintenance	£524

Fleet No	Reg No	Reg Date	Make Model Derivative	Replacement Date	Term Months	Asset Classification	Asset Group Description	Asset Type	Section	Estimate
BL1305	BL1305	22/03/2013	STIHL FS460C -	22/03/2017	48	Plant	Power Tool	Strimmer	Ground Maintenance	f524
CR1308	CR1308	22/03/2013	STIHL FS460C -	22/03/2017	48	Plant	Power Tool	Strimmer	Ground Maintenance	f524
CR1309	CR1309	22/03/2013	STIHL FS460C -	22/03/2017	48	Plant	Power Tool	Strimmer	Ground Maintenance	f524
CR1310	CR1310	22/03/2013	STIHL FS460C -	22/03/2017	48	Plant	Power Tool	Strimmer	Ground Maintenance	f524
CR1311	CR1311	22/03/2013	STIHL FS460C -	22/03/2017	48	Plant	Power Tool	Strimmer	Ground Maintenance	f524
CR1312	CR1312	22/03/2013	STIHL FS460C -	22/03/2017	48	Plant	Power Tool	Strimmer	Ground Maintenance	f524
CR1313	CR1313	22/03/2013	STIHL FS460C -	22/03/2017	48	Plant	Power Tool	Strimmer	Ground Maintenance	f524
CR1314	CR1314	22/03/2013	STIHL FS460C -	22/03/2017	48	Plant	Power Tool	Strimmer	Ground Maintenance	f524
CR1315	CR1315	22/03/2013	STIHL FS460C -	22/03/2017	48	Plant	Power Tool	Strimmer	Ground Maintenance	f524
KI1303	KI1303	22/03/2013	STIHL FS460C -	22/03/2017	48	Plant	Power Tool	Strimmer	Ground Maintenance	f524
KI1304C	KI1304	22/03/2013	STIHL FS460C -	22/03/2017	48	Plant	Power Tool	Strimmer	Ground Maintenance	f524
KI1305	KI1305	22/03/2013	STIHL FS460C -	22/03/2017	48	Plant	Power Tool	Strimmer	Ground Maintenance	f524
FR1316	FR1316	22/03/2013	STIHL FS460C -	22/03/2017	48	Plant	Power Tool	Strimmer	Ground Maintenance	f524
FR1317	FR1317	22/03/2013	STIHL FS460C -	22/03/2017	48	Plant	Power Tool	Strimmer	Ground Maintenance	f524
FR1318	FR1318	22/03/2013	STIHL FS460C -	22/03/2017	48	Plant	Power Tool	Strimmer	Ground Maintenance	f524
FR1319	FR1319	22/03/2013	STIHL FS460C -	22/03/2017	48	Plant	Power Tool	Strimmer	Ground Maintenance	f524
FR1320	FR1320	22/03/2013	STIHL FS460C -	22/03/2017	48	Plant	Power Tool	Strimmer	Ground Maintenance	f524
FR1321	FR1321	22/03/2013	STIHL FS460C -	22/03/2017	48	Plant	Power Tool	Strimmer	Ground Maintenance	f524
FR1322	FR1322	22/03/2013	STIHL FS460C -	22/03/2017	48	Plant	Power Tool	Strimmer	Ground Maintenance	f524

Fleet No	Reg No	Reg Date	Make Model Derivative	Replacement Date	Term Months	Asset Classification	Asset Group Description	Asset Type	Section	Estimate
FR1323	FR1323	22/03/2013	STIHL FS460C -	22/03/2017	48	Plant	Power Tool	Strimmer	Ground Maintenance	f524
FR1324	FR1324	22/03/2013	STIHL FS460C -	22/03/2017	48	Plant	Power Tool	Strimmer	Ground Maintenance	f524
FR1325	FR1325	22/03/2013	STIHL FS460C -	22/03/2017	48	Plant	Power Tool	Strimmer	Ground Maintenance	f524
FR1326	FR1326	22/03/2013	STIHL FS460C -	22/03/2017	48	Plant	Power Tool	Strimmer	Ground Maintenance	f524
FR1327	FR1327	22/03/2013	STIHL FS460C -	22/03/2017	48	Plant	Power Tool	Strimmer	Ground Maintenance	f524
FR1328	FR1328	22/03/2013	STIHL FS460C -	22/03/2017	48	Plant	Power Tool	Strimmer	Ground Maintenance	f524
FR1329	FR1329	22/03/2013	STIHL FS460C -	22/03/2017	48	Plant	Power Tool	Strimmer	Ground Maintenance	f524
FR1330	FR1330	22/03/2013	STIHL FS460C -	22/03/2017	48	Plant	Power Tool	Strimmer	Ground Maintenance	f524
FR1331	FR1331	22/03/2013	STIHL FS460C -	22/03/2017	48	Plant	Power Tool	Strimmer	Ground Maintenance	f524
FR1332	FR1332	22/03/2013	STIHL FS460C -	22/03/2017	48	Plant	Power Tool	Strimmer	Ground Maintenance	f524
FR1333	FR1333	22/03/2013	STIHL FS460C -	22/03/2017	48	Plant	Power Tool	Strimmer	Ground Maintenance	f524
FR1334	FR1334	22/03/2013	STIHL FS460C -	22/03/2017	48	Plant	Power Tool	Strimmer	Ground Maintenance	f524
FR1335	FR1335	22/03/2013	STIHL FS460C -	22/03/2017	48	Plant	Power Tool	Strimmer	Ground Maintenance	f524
1184	SB61UDV	14/02/2012	Kia Sportage 2.0 CRDi KX2	26/03/2017	60	Car	4x4	4x4	Community Care (Older People)	£20,000
1185	SB61UDU	14/02/2012	Kia Sportage 2.0 CRDi KX2	26/03/2017	60	Car	4x4	4x4	NHS Change Fund	£20,000
AB1306	AB1306	26/03/2013	Etesia PHTS2 -	26/03/2017	48	Plant	Pedestrian	Mower	Ground Maintenance	f900
AB1307	AB1307	26/03/2013	Etesia PHTS2 -	26/03/2017	48	Plant	Pedestrian	Mower	Ground Maintenance	f900
AB1308	AB1308	26/03/2013	Etesia PHTS2 -	26/03/2017	48	Plant	Pedestrian	Mower	Ground Maintenance	f900

Fleet No	Reg No	Reg Date	Make Model Derivative	Replacement Date	Term Months	Asset Classification	Asset Group Description	Asset Type	Section	Estimate
AB1309	AB1309	26/03/2013	Etesia PHTS2 -	26/03/2017	48	Plant	Pedestrian	Mower	Ground Maintenance	£900
BL1308	BL1308	26/03/2013	Etesia PHTS2 -	26/03/2017	48	Plant	Pedestrian	Mower	Ground Maintenance	£900
BL1309	BL1309	26/03/2013	Etesia PHTS2 -	26/03/2017	48	Plant	Pedestrian	Mower	Ground Maintenance	£900
BL1310	BL1310	26/03/2013	Etesia PHTS2 -	26/03/2017	48	Plant	Pedestrian	Mower	Ground Maintenance	£900
BL1311	BL1311	26/03/2013	Etesia PHTS2 -	26/03/2017	48	Plant	Pedestrian	Mower	Ground Maintenance	£900
BL1312	BL1312	26/03/2013	Etesia PHTS2 -	26/03/2017	48	Plant	Pedestrian	Mower	Ground Maintenance	£900
BL1313	BL1313	26/03/2013	Etesia PHTS2 -	26/03/2017	48	Plant	Pedestrian	Mower	Ground Maintenance	£900
CR1317	CR1317	26/03/2013	Etesia PHTS2 -	26/03/2017	48	Plant	Pedestrian	Mower	Ground Maintenance	£900
CR1318	CR1318	26/03/2013	Etesia PHTS2 -	26/03/2017	48	Plant	Pedestrian	Mower	Ground Maintenance	£900
CR1319	CR1319	26/03/2013	Etesia PHTS2 -	26/03/2017	48	Plant	Pedestrian	Mower	Ground Maintenance	£900
CR1320	CR1320	26/03/2013	Etesia PHTS2 -	26/03/2017	48	Plant	Pedestrian	Mower	Ground Maintenance	£900
CR1321	CR1321	26/03/2013	Etesia PHTS2 -	26/03/2017	48	Plant	Pedestrian	Mower	Ground Maintenance	£900
FR1349	FR1349	26/03/2013	Etesia PHTS2 -	26/03/2017	48	Plant	Pedestrian	Mower	Ground Maintenance	£900
FR1350	FR1350	26/03/2013	Etesia PHTS2 -	26/03/2017	48	Plant	Pedestrian	Mower	Ground Maintenance	£900
FR1351	FR1351	26/03/2013	Etesia PHTS2 -	26/03/2017	48	Plant	Pedestrian	Mower	Ground Maintenance	£900
FR1352	FR1352	26/03/2013	Etesia PHTS2 -	26/03/2017	48	Plant	Pedestrian	Mower	Ground Maintenance	£900
FR1353	FR1353	26/03/2013	Etesia PHTS2 -	26/03/2017	48	Plant	Pedestrian	Mower	Ground Maintenance	£900
FR1354	FR1354	26/03/2013	Etesia PHTS2 -	26/03/2017	48	Plant	Pedestrian	Mower	Ground Maintenance	£900
FR1355	FR1355	26/03/2013	Etesia PHTS2 -	26/03/2017	48	Plant	Pedestrian	Mower	Ground Maintenance	£900

Fleet No	Reg No	Reg Date	Make Model Derivative	Replacement Date	Term Months	Asset Classification	Asset Group Description	Asset Type	Section	Estimate
FR1356	FR1356	26/03/2013	Etesia PHTS2 -	26/03/2017	48	Plant	Pedestrian	Mower	Ground Maintenance	£900
FR1357	FR1357	26/03/2013	Etesia PHTS2 -	26/03/2017	48	Plant	Pedestrian	Mower	Ground Maintenance	£900
FR1358	FR1358	26/03/2013	Etesia PHTS2 -	26/03/2017	48	Plant	Pedestrian	Mower	Ground Maintenance	£900
FR1359	FR1359	26/03/2013	Etesia PHTS2 -	26/03/2017	48	Plant	Pedestrian	Mower	Ground Maintenance	£900
HI1306	HI1306	26/03/2013	Etesia PHTS2 -	26/03/2017	48	Plant	Pedestrian	Mower	Ground Maintenance	£900
HI1307	HI1307	26/03/2013	Etesia PHTS2 -	26/03/2017	48	Plant	Pedestrian	Mower	Ground Maintenance	£900
HI1308	HI1308	26/03/2013	Etesia PHTS2 -	26/03/2017	48	Plant	Pedestrian	Mower	Ground Maintenance	£900
HI1309	HI1309	26/03/2013	Etesia PHTS2 -	26/03/2017	48	Plant	Pedestrian	Mower	Ground Maintenance	£900
A140	A140	29/03/2011	Bunce Epoke PMH 1.4	29/03/2017	72	Plant	Tractor Attachment	Salt Spreader	Ground Maintenance	£3,530
A141	A141	29/03/2011	Bunce Epoke PMH 1.4	29/03/2017	72	Plant	Tractor Attachment	Salt Spreader	Ground Maintenance	£3,530
A142	A142	29/03/2011	Bunce Epoke PMH 1.4	29/03/2017	72	Plant	Tractor Attachment	Salt Spreader	Ground Maintenance	£3,530
A143	A143	29/03/2011	Bunce Epoke PMH 1.4	29/03/2017	72	Plant	Tractor Attachment	Salt Spreader	Ground Maintenance	£3,530
1070	SW10CHZ	31/05/2010	Mercedes Benz Econic 2629LL	30/06/2017	84	Commercial Over 3,500Kgs	Refuse Collection Vehicle	3 Axles Terberg/Terberg	Refuse Collection	£148,115
A023	A023	21/05/2009	JCB 9 inch Digging Bucket -	21/05/2015	72	Plant	Heavy Plant Attachment	Bucket/Grab	GM Burials	£350

Breakdown of assets types disposed of between 2012/13 and 2015/16

Asset Classification	Asset Type	Quantity Disposed 2012/13	Quantity Disposed 2013/14	Quantity Disposed 2014/15	Quantity Disposed 2015/16
Car	Car	2	38	35	10
Commercial over 3.5 tonne	Refuse Collection Vehicle	2	7	4	6
	Tipplers	5	1	5	1
	2 Axle Hooklift	0	1	2	1
	4 Axle Hooklift	1	0	0	0
	Sweeper	0	0	3	0
	Hiab	0	1	0	0
	Artic	0	1	0	2
	Panel Van	0	0	0	0
	Library Vehicle	1	0	2	0
	Commercial over 3.5 tonne Total	9	11	16	10
Commercial under 3.5 tonne	Panel Van	11	16	20	5
	Car Derived Van	6	7	2	5
	Van Derived MPV	0	4	2	0
	Pickup	1	1	6	6
	Sweeper	1	8	0	2
	Tipper	13	2	2	5
	Commercial under 3.5 tonne Total	32	38	32	23
Demountable Body	Demountable Bodies	0	2	2	1
Minibus	Mobility Minibus	2	7	4	6
	Minibus	0	3	5	3
Minibus Total		2	10	9	9
Other e.g. Skips, Recycling Bells, Containers & Vehicle Ramps		2	9	4	11
Plant	Plant	45	146	64	57

Asset Classification	Asset Type	Quantity Disposed 2012/13	Quantity Disposed 2013/14	Quantity Disposed 2014/15	Quantity Disposed 2015/16
Trailer - semi & towed	Bulk Ejection Trailer	0	4	0	0
	Towed Trailers	2	8	7	20
	Tanker	0	0	0	1
Trailer - semi & towed Total		2	12	7	21
Total		94	266	169	142

PERTH AND KINROSS COUNCIL

Strategic Policy and Resources Committee

30 November 2016

Perth and Kinross Council Digital Strategy 2016-20

Report by Depute Chief Executive (Corporate & Community Development Services) and Chief Operating Officer

PURPOSE OF REPORT

This report recommends approval of the attached Digital Strategy and related Development Plan for the Council.

1. INTRODUCTION

- 1.1 The Council's Digital Strategy recognises the importance of ICT (Information and Communication Technology) as an enabler for organisational transformation. It articulates the Council's aim of growing a digital culture which puts the citizen at the centre of our service design and exploits digital technologies and information to deliver more efficient, personalised and integrated services.
- 1.2 The Digital Strategy and related Development Plan (Appendices 1 & 2) were considered by the Modernising Governance Member/Officer Working Group on the 26 October 2016 (Report No. G/16/226 refers).
- 1.3 The Digital Strategy focusses on three key areas:
 - Our ICT Principles: establishing a core of organisational standards to underpin digital improvement and infrastructure development
 - The Customer Experience: putting the citizen at the centre of our digital planning to make more of our services available on an anytime, anywhere basis
 - Online by Design and Making us Mobile: moving more services and transactions online, to reduce cost and free up resources to target support where it is most needed and enabling more of our staff to work out in the communities that use our services.

2. BACKGROUND

- 2.1 In 2014, the Council engaged external expertise to evaluate its readiness to implement the Scottish Government's vision for local government ICT.

- 2.2 A refreshed Digital Strategy for the Council has subsequently evolved as the organisation embraces transformational change and champions new opportunities for interacting with citizens and partners via digital and mobile technologies. This Digital Strategy is not a roadmap for technical projects. Rather it outlines how the Council is going to use technology over the next four years to help deliver our strategic ambitions.
- 2.3 In early 2016, Perth & Kinross Council joined with Angus Council and Dundee City Council in inviting the Scottish Government Digital Transformation Service (DTS) to carry out an assessment of each organisation's digital maturity and service delivery capability. This took the form of two interactive workshops within each organisation; involving a cross section of staff to provide a snapshot of how well the organisation currently uses digital approaches to deliver services.
- 2.4 The DTS feedback in September 2016, following this Assessment, recommended that the Digital Strategy should be promoted as a platform for engaging all stakeholders, to develop the Council into a digital organisation.

3. DIGITAL STRATEGY 2016 – 2020

- 3.1 The Digital Strategy is intended to facilitate and support:
- A more fundamental, whole-Council approach to transformation to deliver both savings and better services, including channel shift (moving more services online) and making our workforce more mobile.
 - Improved opportunities for interaction with our stakeholders, including citizens, learners, public sector peers and partners, visitors to Perth and Kinross, businesses and the Scottish and UK Governments. Increasingly, these groups want to receive and share information electronically. Many of our citizens have internet enabled devices and want to use these to engage with the Council online, 24/7.
 - Alignment with national direction, which is driving more services online, to improve citizen choice and reduce delivery costs.
 - Taking more services out into the communities we serve. By making our workforce more mobile, we also reduce our office and carbon footprints and enhance employee work/life balance.
- 3.2 The Digital Strategy (Appendix 1) and the Digital Strategy Development Plan (Appendix 2) align with and support the approved Council Transformation Strategy 2015-20 (Report No. 15/292 refers).
- 3.3 An ICT Transformation Board, which includes representation from staff across Services and corporate functions, is already in place to provide governance around delivery of the Digital Strategy and to monitor progress against the Digital Strategy Development Plan.

4. CONCLUSIONS AND RECOMMENDATIONS

It is recommended that the Strategic Policy and Resources Committee:

- a) approve the proposed Digital Strategy (attached as Appendix 1); and
- b) approve the proposed Digital Strategy Development Plan (attached as Appendix 2).

Author(s)

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Approved

Name	Designation	Date
John Walker	Depute Chief Executive, Housing and Community Care (Corporate & Community Development Services)	11 October 2016

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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	Yes / None
Community Plan / Single Outcome Agreement	Yes
Corporate Plan	Yes
Resource Implications	
Financial	No
Workforce	No
Asset Management (land, property, IST)	No
Assessments	
Equality Impact Assessment	Yes
Strategic Environmental Assessment	Yes
Sustainability (community, economic, environmental)	No
Legal and Governance	No
Risk	No
Consultation	
Internal	Yes
External	Yes
Communication	
Communications Plan	No

1. Strategic Implications

Community Plan / Single Outcome Agreement

- 1.1 ICT is an important enabler to facilitate the delivery of national and local outcomes.

Corporate Plan

- 1.2 ICT is important to the advancement of the Council's Corporate Plan objectives.

2. Resource Implications

Financial

- 2.1 There are no financial implications arising directly from this report.

Workforce

- 2.2 There are no workforce implications arising directly from this report.

Asset Management (land, property, IT)

- 2.3 There are no Asset Management implications arising directly from this report.

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 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

- 3.2 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 n/a

4. Consultation

Internal

- 4.1 Heads of Service; the Executive Officer Team; Service Senior Management Teams; key system owners; IT Service staff; and staff, via a customer satisfaction survey, have been consulted in the development of the Strategy. The Executive Officer Team and Service Senior Management Teams have been consulted in the development of this Report.

External

- 4.2 Scottish Government Digital Transformation Service via a Digital Maturity Modelling Assessment. This entailed a review of the Council's current digital state to identify opportunities for, and realisation of, digital transformation. Assessment workshops were attended by a cross-section of staff and with the aim of providing a snapshot in time of how well the Council currently uses digital to deliver services.

5. BACKGROUND PAPERS

- Scotland's Digital Future – Delivery of Public Services [September 2012]
- Local Government ICT Strategy: Delivering Better Services for Communities [January 2013]
- UK Government Policy Paper: Policy paper - Government Digital Strategy [Dec 2013]

6. APPENDICES

- Appendix 1: Perth and Kinross Council Digital Strategy
- Appendix 2: Digital Strategy Development Plan

Perth and Kinross Council

Digital Strategy



2016 – 2020

Introduction

This Strategy outlines how we are going to develop our digital thinking and use ICT over the next four years to help us deliver our strategic ambitions.

We are refreshing our ICT priorities at this time because of the rapid pace of technology change and because people's expectations of our public services are changing fundamentally.

Across the public and private sectors, "transformation" is driving investment in new technologies with the aim of delivering better services at reduced cost. Channel shift; changing the way we work by engineering leaner business processes; improving our electronic data and records management; and supporting our workforce to operate in more mobile and flexible ways are already key elements in our transformational planning.

By moving more services and transactions online, successful transformational approaches can help us reduce cost and free up resources to target our support more efficiently to meet the complex needs of our more vulnerable citizens and communities.

We want the citizens, communities, businesses and partners who use our services to have a quality experience when they interact with us online. These groups are increasingly comfortable using new technologies and social media; they have high expectations of what technology can do for them, on a 24/7, on demand, anytime, anywhere basis.

This Strategy helps us focus on the contribution our ICT can make to improving outcomes for people. Developments in web technologies are providing increasing opportunities for citizen self-service and electronic interaction with our services. Mobile technology is enabling our staff to work more productively out in the communities they serve while also reducing operational costs and office footprints. Building on our collective understanding of local needs, we are using technology and information to deliver more efficient, personalised, integrated services.

We are working more closely with external partners to deliver services, such as integrated health and social care, in joined-up, cross-agency ways. We are embracing "Smart City¹" ways of using ICT to enhance "liveability, workability and sustainability" across Perth and Kinross. Our ICT is expected to deliver more, different and better, with less. At the same time, Scottish Government direction anticipates that we are delivering more services collaboratively, systematically and electronically.

Key to this is developing our capacity to innovate: making it possible to translate business ideas for new ways of working into operational, effective solutions that make a positive difference for the people and communities who use our services.

Within this Strategy, we use "ICT" to refer to the technology – hardware, software and systems - we use to deliver our services. "Digital" refers to our wider culture and approaches to using new technologies to change the way we deliver our services; this encompasses our thinking around leadership, partnership working, customers, services and channels.



By delivering more services online, we are helping more people access our services in their own **locality** and contributing to vibrant, resilient local **Communities**

Organised to Deliver

Within Perth and Kinross, an improvement Golden Thread runs unbroken from our Community Plan / Single Outcome Agreement to our Corporate, Transformation and Improvement Plans. This approach ensures that we focus on the things that matter most to the people who live, learn and work in our communities.

¹ See www.scottishcities.org/smart-cities/ for a summary of *Smart City* goals and principles

The Council's vision is of a confident and ambitious Perth and Kinross, in which all can contribute and share. The Council aims to maximise the opportunities available to our citizens to achieve their potential by:

- giving every child the best start in life
- developing educated, responsible and informed citizens
- promoting a prosperous, inclusive and sustainable economy
- supporting people to lead independent, healthy and active lives
- creating a safe and sustainable place for future generations

Our ICT is a key enabling tool for delivering these goals. This Strategy aims to weave ICT into our Golden Thread and to bind it into our transformational "doing".

Operational activities to deliver this Strategy are guided by the Scottish Government's four pillars of public service reform:



Place: by collaborating with partners and across Services and systems, we use ICT to deliver joined up, integrated services where they are needed and to foster community participation and interaction.

Prevention: we design our ICT solutions and use the data we gather to deliver better outcomes for the people and businesses that use our services, while averting future costs.

People: we use ICT to work across organisational boundaries to provide seamless, high quality integrated services that put the service user at the centre of what we do. We invest in our ICT so that it becomes something that our citizens use themselves rather than something we use to do things for them.

Performance: we work hard to ensure our ICT is sufficiently modern, robust and resilient to help us achieve our strategic objectives and ambitions. We measure our performance to mark progress and refine our practice.

The actions we need to take to deliver on the principles and strategic themes outlined below are developed in our Digital Development Plan.

Making a Difference

Our Strategy is not aimed at technical specialists. It is about developing our ICT efficiently as a vehicle for positive change and a platform for citizen participation.

It covers these three key areas:

- Our Digital and ICT Principles
- Focussing on the Customer Experience
- Online by Design and Making us Mobile

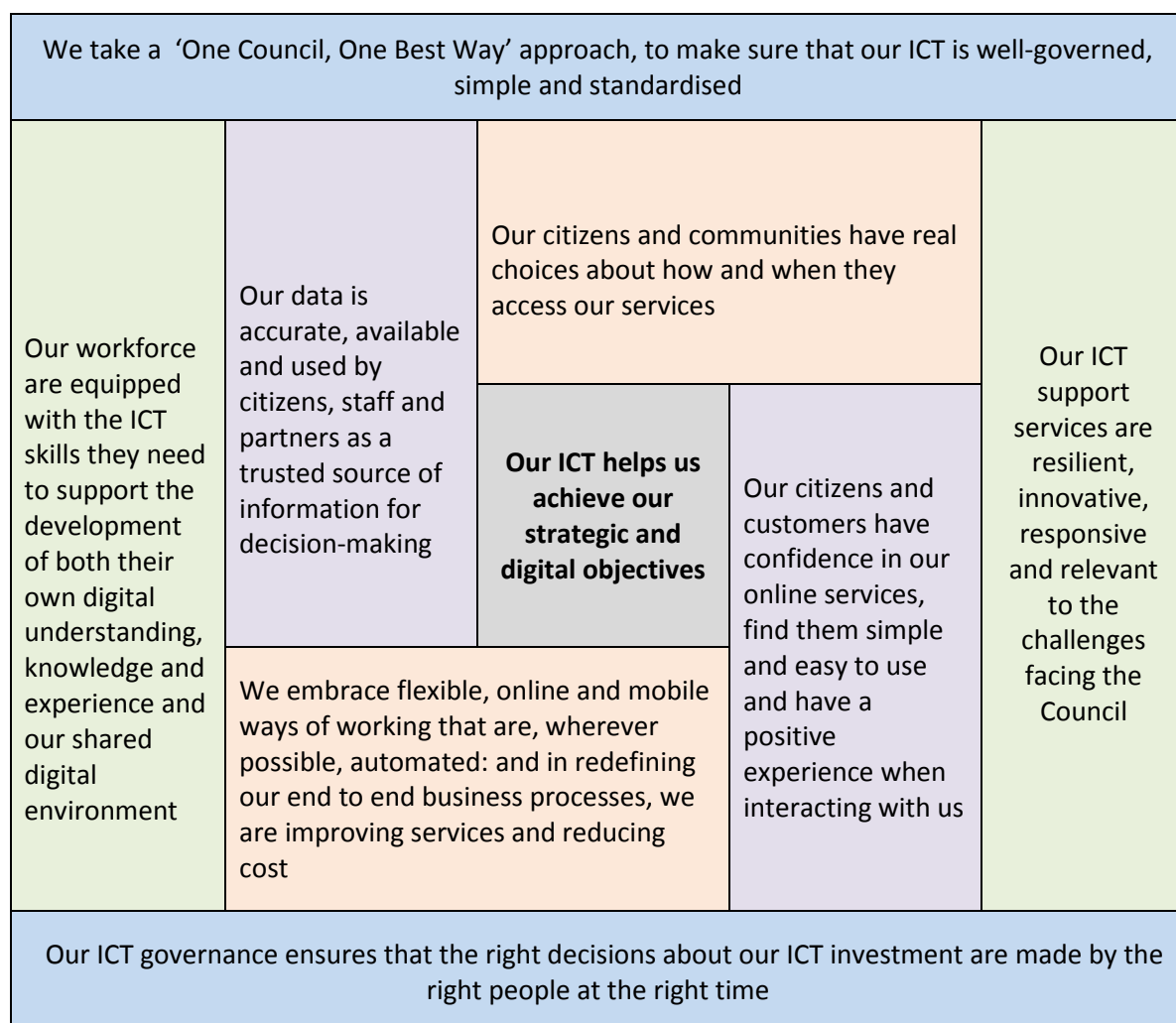
We will know that ICT is contributing to positive change in Perth and Kinross when:



Our ICT infrastructure and online services contribute to economic growth, a thriving, expanding economy for **our Businesses** and to providing employment opportunities for all



Technology is helping **our Learners** reach their potential and prepare for life and work



Our Digital and ICT Principles

We recognise four general principles and approaches that cut across all our strategic themes to support the achievement of our ambitions. Together, these provide a core of ICT and digital commonality and consistency across our organisation that places the people and communities who use our services at the heart of our planning around ICT. By getting the right information to the right people in the right place at the right time, we are working together to ensure that our services can be accessed when and where they are needed, in ways that ensure no citizen is left behind. These principles also help us get best value from our investment in technology.

Principle	What this means for Perth and Kinross
We have sound ICT and digital governance in place	- Our investment in, and planning around, ICT is aligned with the Council's strategic objectives - Our ICT Governance is a part of our wider Corporate Governance activity but has its own specific focus that gives structure, oversight and transparency to ICT decision making. It provides an environment which enables and encourages innovation while effectively managing risk
We are growing Perth & Kinross Council as a digital organisation	- Our online services improve efficiency by meeting customers' expectations of a convenient, trusted channel for their day to day interactions with us - Our Digital Leaders understand the value our ICT adds to the organisation. They: - Drive whole Council ICT approaches - Offer challenge about working in different ways at points of

	- change ○ Accept that best value and 100% fit are not the same ○ Drive ICT solutions that share with partners or exploit ICT assets we already own • We support everyone in our workforce, who uses ICT, to become a digital native. Digital natives: ○ Think about “our ICT” not “my ICT” ○ Understand the digital skills required for their role in the Council, embrace new ways of working and are open to acquiring new ICT skills and knowledge ○ Understand the value of the information they gather and view this as a shared corporate asset which can be used and re-used • Our citizens and communities view “the Council” as a single service provider and expect us to work collaboratively with other public sector bodies and partners
We understand the value of data to our organisation	• We collect data once, use it often and simplify, standardise and share for increased transparency, openness and accessibility • We share personal data in effective and appropriate ways to improve service design and delivery, while maintaining citizen trust • We have information security policies and procedures in place to protect our digital information throughout its lifecycle • We use information collaboratively, to support decision making and target our services effectively • We share and link data securely and effectively across functional and organisational boundaries
We are building our digital capabilities from resilient ICT foundations	• We take a “One Council, One Best Way” approach. We implement generic, flexible enterprise solutions, that work across applications and are vendor neutral, to make our ICT solutions more interoperable, shareable and scalable between Services and across organisational boundaries. We know that this requires commitment and compromise however we do this to simplify support, reduce costs and promote partnership working. • We think about our ICT not simply as a cost but as a shared resource that is holistically planned to improve outcomes and add value for the citizens, business and communities that use our services • Our ICT is built on a robust, well maintained core of corporate components and services that are needed to underpin our business systems • We build our ICT infrastructure and services in incremental, agile ways to release benefits for citizens and staff at the earliest possible stage • To build flexibility into our infrastructure, we use open industry ICT standards wherever possible to avoid over reliance on single software vendors and to remove artificial barriers to interoperability between systems

Focussing on the Customer Experience

The people and communities who engage with us to receive services or information form a broad group that includes citizens, learners, external and third sector partners, communities, local businesses and visitors. Historically, this group has consumed minimal ICT services directly. However new technologies now give us unprecedented opportunities to provide them with online choices and anytime / anywhere access to public services.

To get the most from online technologies, we need to develop our ICT as a platform for citizen participation - something our citizens use themselves rather than something we use to do things for them.



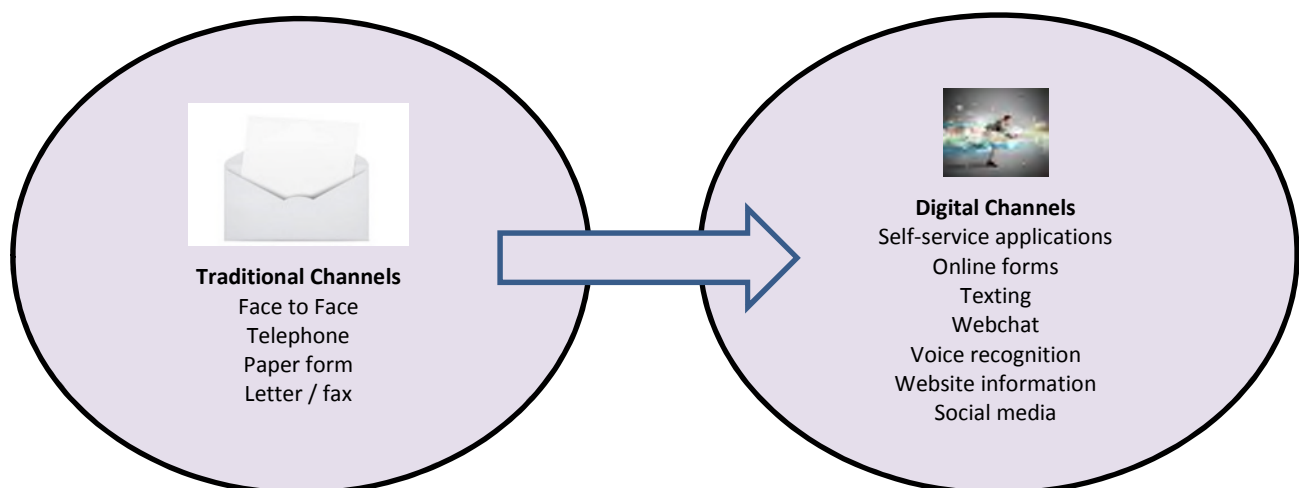
Our **Citizens** know which of our services are available online, use digital channels by choice and know they can get help if needed when accessing online services

Focussing on the Customer Experience	What this means for Perth and Kinross
Putting our customers at the centre of what we do	Our citizens have a choice of channels for engaging with us. Our online services are good enough to make them our customers' channel of choice. We design our online services around the people who use them. Our starting point is the customer and not technology or internal business processes. Our citizens have a personalised experience when they use our online services.
Delivering better services	Moving to online, mobile or flexible working, where appropriate, gives us the chance to improve the customer experience. We re-design our services to be "high quality, continually improving, efficient and responsive". We take full advantage of new mobile and digital tools, technologies and approaches to improve our services, giving our citizens a positive experience when they interact with us.
Making it easy for people to interact with us online	We want to increase the number of interactions and transactions we carry out online. We understand what people are trying to achieve when they use our online services. We let citizens know which of our services are available online. These services: • are accessible from a single starting point and have a common look and feel • allow the customer to decide how and when to communicate • use plain English and make information easy to find by reducing website "noise" and clutter • are device and platform neutral.
Digital inclusion: making sure that no-one is left behind	Some of our customers are offline, or are online but have limited online capability. We work to ensure that our online services build a more equitable, inclusive Perth and Kinross. Our digital services are actively helping us target and reduce inequality. We work to remove the barriers that prevent some customers from using our online services. We provide free of charge, accessible "assisted digital" services in person, webchat or over the telephone to help customers take advantage of our online services.

"MyAccount"	Our "MyAccount" approach encourages uptake by providing a single easy to use point of entry to our online services. Our single citizen sign-on is based on the national mygovscot myaccount approach. It gives customers secure and easy access to multiple online public services by entering one name and password.
Making information accessible	In adopting "Smart City" principles, we are ambitious about growing our culture and practices around data sharing. We apply open data standards which means the information we publish is: • accessible and can be easily shared • in a standard structure format so that it can be easily processed • reliable, consistent and always available • traceable, to build trust.

Online by Design and Making us More Mobile

Channel shift is the process of moving customers away from using expensive means of contacting us to more cost effective routes, without compromising quality, accessibility and uptake.



We are moving services online – **online by design for our customers** is a major enabler for improved customer service and reduced costs. This is making more of our services available, 24/7, out into the communities we serve.

Equipping our workforce with the skills, technologies and environment to work in mobile, flexible ways – **making our workforce mobile** - is central to our ongoing programme of office rationalisation. Growing workforce mobility is reducing our accommodation requirements, increasing productivity, reducing our carbon footprint via more intelligent job scheduling and can contribute to a better work/life balance for our staff.

Online by design and making us mobile are not single activities that can be planned like a conventional project. These headlines cover an ongoing programme of individual improvements that are being delivered and prioritised under the governance and oversight of our ICT Transformation Board.



Our planning and delivery around mobile working and digital services is based on the following core of shared organisational standards.

Online by Design and Making us Mobile	What this means for Perth and Kinross
Online First	We promote a culture of “online first” for service delivery. We positively champion online solutions and deliver all services online that can be usefully, accessibly and efficiently delivered online.
Quality Online Services	Our online services are integrated, optimised and of a standard quality. We ensure consistency and quality in our online approaches by applying organisational digital standards.
Nudging our Customers Online	Our customers know about the online services we provide and make positive choices about interacting with us online. We tell our customers about the ways they can interact with us online and provide a range of resources to support them. Customers feel comfortable using our online services because these are designed around <i>their</i> experience. Our online services are quicker to use and more accessible than traditional channels. They give customers the chance to complete a range of transactions from a single starting point.
A mobile workforce	Our workforce operates in mobile and flexible ways. We deploy a single integrated enterprise mobile platform which is scalable and flexible enough to respond to business and technology changes. Our solution takes account of the geography of the communities we serve, allowing our workforce to operate in mobile ways even where there is no available broadband connection.
Thinking mobile	Our mobile ways of working are integrated into our professional practice and underpinned by accessible support resources for our workforce. Being mobile lets us think about work as ‘something we do’ rather than ‘somewhere we go’. We organically develop our HR policies to respond to the demands of a mobile environment, in which management is performance-rather than presence-based.
Avoiding Vendor Lock-ins	We avoid locking the Council into proprietary business solutions, even when the business applications we use offer mobile or web based bolt-on solutions.
Engineering processes	We champion moving to online and mobile ways of working at points of change, when a positive decision to work differently has already been made. We understand that working in digital and mobile ways means redesigning, reorganising and reforming the way we work. Our Leaders and Managers build thinking around online ways of delivering services into their improvement planning at a sufficiently early stage to allow operability, security and scope for integration to be effectively assessed <i>before</i> resources are committed. The new business processes we engineer are lean, effectively documented and automated as far as practicable. Our mobile working approaches are built around organisational roles and not the individual staff member.

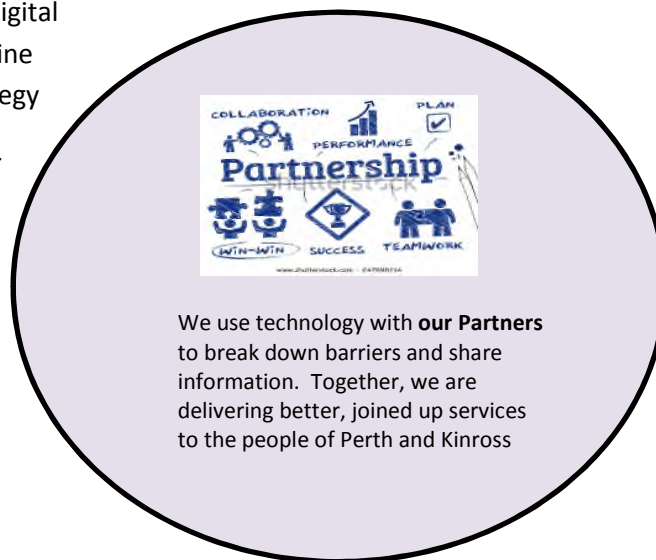
Positively Embracing Scotland's Digital Future	We are committed to supporting the national digital agenda. We maintain a watching brief over national developments to identify opportunities for our Council and participate where possible in initiatives that are likely to translate into national solutions
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Making it Happen

This Strategy should be read in conjunction with our Digital Development Plan. The Plan focuses on realistic headline actions we are taking *now* to start delivering this Strategy

Together, these documents will help us achieve better outcomes for our communities at a time of unprecedented pressure on public finances.

By positioning ICT as a vehicle for citizen-centred change, this Strategy underpins our vision of Perth and Kinross as a caring, thriving and vibrant community, in which our inclusive culture makes sure no citizen is left behind.



Digital Strategy High Level Development Plan

Our **Digital Strategy** outlines how we are going to develop and use ICT over the next four years to help us deliver our strategic ambitions. This **Development Plan** focusses on realistic headline actions we can take now to start delivering our Digital Strategy.

HIGH LEVEL ACTION	RESPONSIBLE OFFICER(S)	TIMELINE
<u>Sound ICT & Digital Governance</u> Ensure ICT investment and resourcing decisions are aligned with strategic principles by embedding the ICT Transformation Board, as the corporate governance group for scrutinising and prioritising major programmes of ICT work Exploit opportunities for efficiencies; information and knowledge sharing; and increased joint working by: • building on collaboration work already being carried out locally (with Angus and Dundee Councils, and NHS Tayside), including the Digital Maturity Model • further developing collaborative links between Angus and PKC IT Management Teams to grow our leadership, assurance and oversight of joint working • participating in national fora such as the Local Government Digital Office	Head of IT & Revenues & Corporate IT Manager Head of IT & Revenue & Corporate IT Manager	Mar 2016 onwards Apr 2016 onwards Apr 2016 onwards Apr 2016 onwards
<u>Online by Design and Channel Shift</u> Improve the customer experience by making a wider range of Council services available 24/7 online from anywhere and any device. This includes: • delivering the Online Services transformation project to identify a shared corporate solution and work with Services to implement this within their business area • adoption of myaccount as a single sign on for customers to get online • development of a suite of online forms with a consistent look and feel that offer a new digital channel for customers to engage with us • further redesign of the website to focus more on the customer experience • trial Payment Kiosks, Web Chat and auto attendant as additional channels for customers to engage with us	IT Service Manager & IT Team Leader IT Service Manager IT Team Leader IT Team Leader IT Team Leader Service Centre Manager	Aug 2016 onwards Jan 2017 onwards Apr 2017 onwards Jan 2017 onwards Nov 2016 Mar 2017

HIGH LEVEL ACTION	RESPONSIBLE OFFICER(S)	TIMELINE
<u>Mobile Working</u> Transform how field based staff work and deliver services by developing and implementing mobile solutions based on a single enterprise mobile working toolkit for the Council. Enabling PKC field based staff to be truly mobile will improve productivity, reduce costs and increase employee and customer satisfaction. Initial activity will focus on: • implementing a scheduling and mobile solution for Housing Repairs as early adopters of the enterprise solution • identifying opportunities for mobile working across all Services • agreeing a prioritised rolling plan of mobile solutions implementations • developing standardised approaches to business process redesign, and the identification, tracking and realisation of benefits	IT Service Manager & IT Team Leader IT Team Leader IT Team Leader IT Team Leader	Oct 2016 onwards Jan – Apr 2017 Apr 2016 onwards Oct 2016 onwards Oct 2016 onwards
<u>Growing PKC as a Digital Organisation</u> Grow PKC as a “digital” organisation that is well placed to benefit from digital approaches and new technologies by: • Changing the way we think about “digital”: Supporting our decision makers to consider the impact of digital technologies on the PKC operational environment at points of change and translating these fundamental shifts into effective new ways of working that enhance the quality and accessibility of our services and the well-being of the workforce. Growing our digital capacity and competencies: addressing capability gaps; unlocking latent digital talent and providing consistency and equity in the professional development of our workforce via accessible digital learning pathways, including: • revising our induction process to include evaluation of the digital skills of staff new to the organisation and where appropriate, identifying areas for further supported development • inclusion of digital skills in ERD conversations • expanding the use of the Learn, Innovate Grow approach • targeting learning opportunities: this means recognising the wide range of digital skills and knowledge already available within the workforce to grow confidence in the use of digital technologies; nurture existing digital creativity and embed safe	IT Service Manager working in collaboration with colleagues across the Council as appropriate including Employee Innovation & Engagement Manager & HR Service Manager IT Service Manager working in collaboration with colleagues across the Council as appropriate including Employee Innovation & Engagement Manager & HR Service Manager	May 2016 onwards May 2016 onwards

HIGH LEVEL ACTION	RESPONSIBLE OFFICER(S)	TIMELINE
and appropriate practice • where appropriate, identifying the key digital skills required by employees, within job families and building these into our recruitment approaches • reinforce our commitment to supporting decision makers by extending the Learn, Innovate, Grow approach to skills development into the elected member induction and subsequent development programme for the new Council Making sure no citizen is left behind: developing a holistic PKC “assisted digital” environment that provides a range of approaches, strategies, and actions aimed at ensuring the widest possible customer base for our digital services and a high quality experience for those who use them. This includes: • initial discovery: working with community representatives to identify both the customer groups who cannot use online services on their own and the current barriers preventing such use • identifying and sharing information about existing “assisted digital resources” • developing a corporate assisted digital approach that sets and promotes organisational standards (and monitors performance against these) to ensure the customer perspective is consistently at the centre of our planning around digital services		May 2016 onwards
<u>Building Resilient Digital Foundations; Delivering New ICT Capability</u> Build and maintain our digital foundations: ensure continuing access and high availability to the ICT tools we use to deliver services by: • maintaining and developing our core infrastructure including for our network; servers and user devices such as PCs, thin clients, tablets and phones • ensuring the continuing availability / fitness for purpose of key ICT services such as telephony, email and internet access • maintaining and upgrading our key business applications and standard software such as Word and Excel to ensure these continue to meet business needs and remain within vendor support • keeping our information secure and protected, including anti-virus and filtering; disaster recovery and business continuity planning; and enabling safe data transfer	David Adams IT Service Manager	2016 – 2020

HIGH LEVEL ACTION	RESPONSIBLE OFFICER(S)	TIMELINE
Increase the pace of our digital change and provide increased resilience for our ICT Infrastructure by working more closely with public sector partners and peers to share information; skills; expertise and resources.	Corporate IT Manager	June 2016 onwards

PERTH AND KINROSS COUNCIL

Strategic Policy and Resources Committee

30 November 2016

Procurement Strategy and Improvement Plan

Report by Depute Chief Executive (Sustainability, Strategic & Entrepreneurial Development)

PURPOSE OF REPORT

This report sets out the updated Procurement Strategy and Improvement Plan to support the Council's strategic objectives, meet impending legal requirements, and help deliver financial savings.

1. BACKGROUND

- 1.1 On 18 April 2016 new legislation for public procurement came into effect in Scotland. Several changes were introduced, including a statutory duty on public bodies to issue an annual procurement strategy. The first such report must be published by the 31 December 2016.
- 1.2 This report presents the Procurement Strategy for 2017 which has been prepared building on the strong foundation of the current strategy; approved at the meeting of Council on 16 December 2015 (report 15/572 refers). The strategic direction and principle aims and objectives for Perth and Kinross Council were set in 2015 and have been updated for the coming year.
- 1.3 The new legislation creates statutory duties to increase the transparency of public procurement including:
 - the publication of an annual strategy,
 - the inclusion with the strategy of an overview of the procurement activity which will arise in the coming 24 months,
 - the publication of a Contracts Register (achieved in May 2016),
 - and publication of an annual report.

2. PROPOSALS

- 2.1 The Procurement Strategy 2017 has been structured following statutory guidance issued by the Scottish Government. The guidance set out the content and a generic layout for public bodies.
- 2.2 The Strategy is intended as a transparency tool to help citizens, including those who may wish to participate in our procurement exercises, understand what we will do. The document includes links to additional information which is already published at www.pkc.gov.uk in order to provide more context for interested parties.

3. CONCLUSION AND RECOMMENDATIONS

- 3.1 The introduction of new procurement legislation, the challenging financial climate, and the opportunities presented by the Council's Transformation Strategy, all combine to create a set of circumstances which require a robust approach to procurement. Effective procurement helps support a prosperous, fair and sustainable area, whilst delivering best value as well as local economic and social benefits.
- 3.2 Council is requested to approve;
- a) The Perth and Kinross Council Procurement Strategy (Appendix 1).
 - b) The Contract Delivery Plan appended to the Procurement Strategy
 - c) The Procurement Improvement Plan, which complements the Council's Procurement Strategy and is included as an appendix to the Strategy.

Authors

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Approved

Name	Designation	Date
Jim Valentine	Depute Chief Executive (Sustainability, Strategic & Entrepreneurial Development)	18 November 2015

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

Strategic Implications	Yes / None
Community Plan / Single Outcome Agreement	YES
Corporate Plan	YES
Resource Implications	
Financial	NO
Workforce	NO
Asset Management (land, property, IST)	NO
Assessments	
Equality Impact Assessment	NO
Strategic Environmental Assessment	NO
Sustainability (community, economic, environmental)	NO
Legal and Governance	YES
Risk	YES
Consultation	
Internal	YES
External	YES
Communication	
Communications Plan	NO

1. Strategic Implications

Community Plan / Single Outcome Agreement

- 1.1 The proposals support the delivery of the Perth and Kinross Community Plan / Single Outcome Agreement in terms of the following priorities:

- (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
- (v) Creating a safe and sustainable place for future generations

Corporate Plan

- 1.2 The proposals support the achievement of the Council's Corporate Plan Priorities:

- (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.

2. Resource Implications

Financial

- 2.1 There are no direct financial implications arising from this report. The proposals in this report will constitute to the delivery of revenue budget savings.

Workforce

- 2.2 There are no workforce implications.

Asset Management (land, property, IT)

- 2.3 There are no asset management implications.

3. Assessments

- 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 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. 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 The proposals in this report support sustainability through greater use of social and environmental benefit considerations in procurement, and also the reporting of these benefits regularly to Committee.

Legal and Governance

- 3.5 The Head of Legal Services has been consulted in the preparation of this report.

4. Consultation

Internal

- 4.1 The Corporate Procurement Group has participated in the development of this report. Services have provided the information included as the Contract Delivery Plan appended to the Strategy.

External

- 4.2 The Head of Tayside Procurement Consortium has been consulted in the preparation of this report.

5. Communication

- 5.1 Part of the Action Plan includes a commitment to communicate on procurement matters to staff and Elected Members.

2. BACKGROUND PAPERS

- 2.1 Hyperlinks to background papers are included in the text of the report.

3. APPENDICES

- 3.1 Appendix 1 – Perth and Kinross Council Procurement Strategy, including the Contract Delivery Plan and the Improvement Plan.

Appendix 1

Procurement Strategy

2017/2018

Perth and Kinross Council



This strategy sets out the strategic focus of Perth and Kinross Council for its procurement activities; including how we will meet our aims and objectives and achieve value from our purchasing decisions.



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Foreword

The Council is facing the greatest financial challenges in a generation, preparing for an unprecedented population increase, along with rising demand for our services; whilst managing the most significant change in public service, with the integration of health and social care, as part of a larger public sector reform agenda.

In these circumstances, embedding a strategic and partnership approach to procurement and adopting innovative, commercially focused practices in the management of our spend with third parties (over £200m per annum), will play a significant role in meeting such challenges whilst supporting the Council's broader aims of achieving better outcomes for our communities.

Recently introduced Procurement Reform legislation is a key driver for our activities, and as a public body, this legislation confers certain obligations on the Council. These requirements help us contribute to a more prosperous, fair and sustainable economy.

Our new Procurement Strategy sets out how the council will direct its external spend on goods, services and works to meet these requirements, to achieve savings, meet our legal obligations and to deliver wider local economic, environmental and social benefits for our community.

Councillor Ian Miller
Leader of the Council



Bernadette Malone
Chief Executive



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1. Executive Summary/Introduction

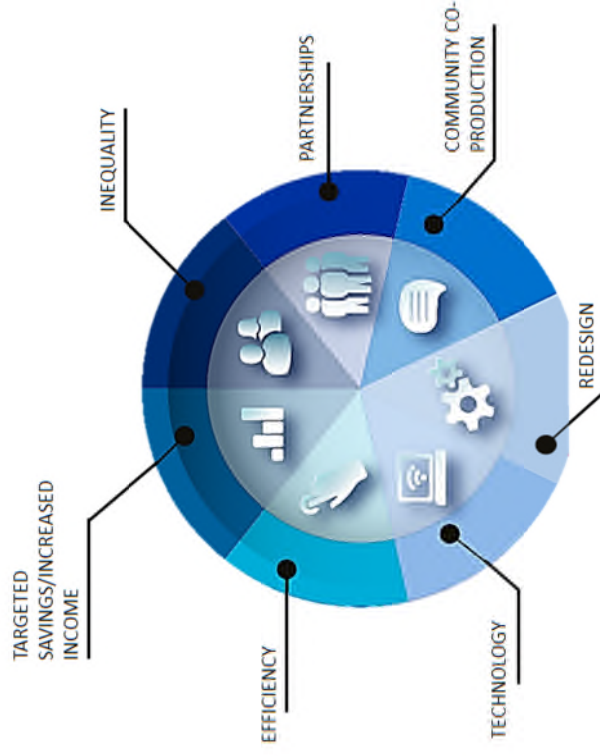
This Procurement Strategy recognises that effective, well constituted procurement work can positively support the achievement of objectives set out in the Community and Corporate plans for Perth and Kinross.

The Council's [Building Ambition Transformation Strategy](#) sets out the themes for improvement across all activities.

How we manage the agreements and relationships we have with third parties plays a key role in achieving success under each of these themes. The Procurement Strategy has been developed to support this need.

Our Procurement Transformation project is projected to achieve £2.5m recurring savings by 2019/20.

The Council has demonstrated a strong commitment to ensuring best value in procurement, that continuous improvement is achieved across all procurement work, and that efficiencies to help the front line services are secured in a sustainable way.



Introduction

The Corporate Plan is the Council's overarching plan which clearly sets out the Council's ambition to be an excellent organisation, delivering high performing quality services that meet the needs of users and communities. It demonstrates the Council's commitment to improving services; enhancing the quality of life of our citizens and making best use of public resources. It gives a commitment to deliver excellence through developing our people, modernising our organisation and working constructively in partnership with other bodies to deliver high quality services to our local communities. Procurement has a key role to plan in realising these objectives.

In recent years there has been a greater commercial focus on procurement and commissioning, with the development of a new approach to our Procurement Strategy and a detailed improvement plan which has led to significant improvement.

During this time we have taken a new approach to commissioning through Health and Social Care Integration, and have reviewed our commissioning arrangements with the Arm's Length Trusts Horsecross, Live Active Leisure and the creation of a new Trust: Culture Perth and Kinross.

We have also revised our Following the Public Pound guidance, to ensure we maximise the value we derive from all the routes we use to commission services.

This Procurement Strategy aligns to the [Scottish Government's vision](#) of “**Delivering procurement that improves public services for a prosperous, fairer and more sustainable Scotland**” and “**delivers local economic, environmental and social benefits**”.

This procurement strategy reflects the increasingly important role that strategic procurement plays in enabling our Council to deliver local economic, environmental and social benefits, and sets out the enhancements that the Council must make to the way in which it carries out its procurement activities.

2. Vision for procurement

In the 2016 strategy the Council set out the vision for procurement as:

“To achieve commercial excellence in our procurement activities and ensure that we deliver Best Value services to the communities of Perth and Kinross.”

“To do so in an effective, efficient, ethical and sustainable way that delivers local economic, environmental and social benefits.”

This strategy for 2017 and the early months of 2018 will build on that vision and detail both the improvement work and the contracting activity which will be carried out to meet the vision.

3. Context

The Council works in an increasingly complex, dynamic and challenging environment. It is important to consider the context and drivers for change (both local and national) that have informed the development of this strategy.

The purpose of this strategy is therefore to set out how Perth and Kinross Council will direct its expenditure on goods, services and works to meet the needs of the communities it serves, and to highlight the key principles which will support the continuous improvement of procurement across the Council.

Collaborative partnerships are a key part of maximising efficiencies in procurement processes and outcomes, and we are involved in several of these arrangements, including the Tayside Procurement Consortium (TPC), [click here](#) the Scottish Government procurement team and Scotland Excel. [click here](#)

Our partnership with Dundee City and Angus Council's is constituted by the Tayside Procurement Consortium, which has its own strategy which provides an overarching approach for the three Councils. This strategy aligns to the objectives set out for Tayside, for the partner councils.

Therefore this Council strategy should be considered in conjunction with the Tayside Procurement Consortium procurement strategy 2015-2020. [click here](#)



4. Aims, Objectives and Key Priorities

This strategy applies to all of the Council's external expenditure on goods, services and works.

These aims, set out in the following pages, have been developed to support continuous improvement in procurement.

Strategic Aim	How we will do it
Savings To deliver savings and Best Value whilst improving outcomes for our communities through our procurement activities	• By challenging the status quo and changing patterns of demand • By incorporating social value requirements in appropriate contracts • By working together and in collaboration with others to identify opportunities for economies of scale • By making better use of market research and benchmarking • By reviewing and investing in our systems to develop a corporate wide pipeline of procurement opportunities and provide better quality data to inform decision making and identify priorities • By engaging early with suppliers and the people who use public services to help develop contract specifications that more accurately reflect service users requirements • By embedding a corporate approach to measuring the benefits achieved through procurement and reporting regularly of what has been achieved – in cash and non-financial terms

Aims, Objectives and Key Priorities

Systems

To embed a more innovative and commercially focused approach to procurement across the Councils to simplify processes, deliver best value and reduce risk

- By **clarifying roles** and responsibilities of those involved in procurement exercises and ensuring that these are complied with
- By considering how best to allocate resources to deliver procurement activities and, create the level of **expertise required** in key commodity areas
- By **developing staff** through appropriate training and mentoring
- By standardising and **simplifying** our procurement processes and documentation
- By improving the Councils' approach to contract and supplier management to ensure that contracts are **delivering value and innovation** throughout their life cycle
- By publishing regular **performance and compliance reports** for review by elected members
- By being recognised as a “**customer of choice**” by the supply base

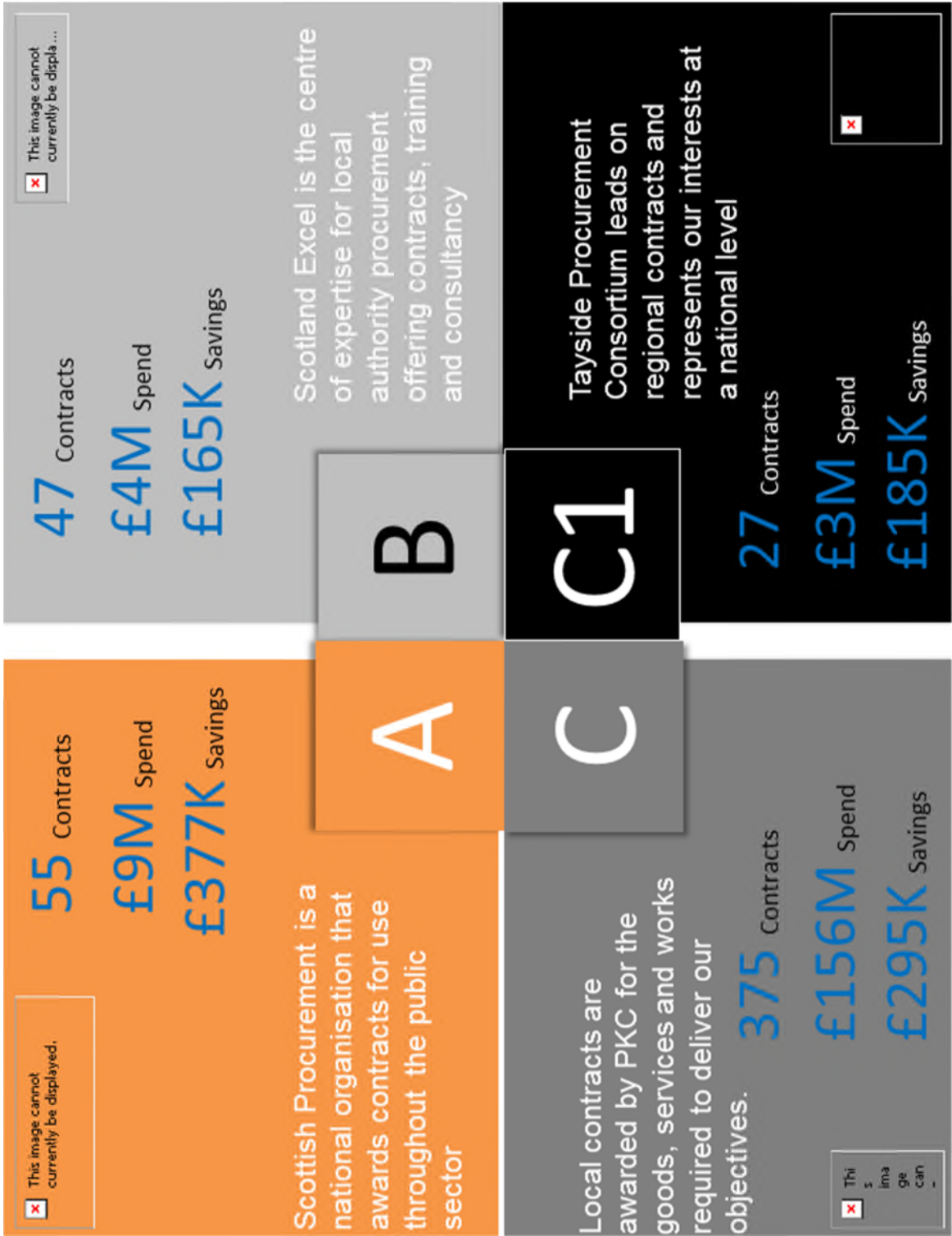
Aims, Objectives and Key Priorities

Sustainability To secure maximum social value from the Councils' considerable spend with third parties by embedding sustainable procurement as "business as usual"	• By thinking innovatively and strategically about the Council's needs and the range of options for delivery • By early engagement with key stakeholders to seek input • By adopting a corporate approach to procurement • By maximising the use of Community Benefit clauses in all appropriate contracts • By designing contract strategies to maximise accessibility to suppliers of all sizes • By developing and maintaining a corporate risk register specifically for contracts to reduce risks and identify common areas for improvement.
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An associated action plan to ensure that the strategy is delivered has been prepared. The detailed operational action plan will be managed by the Corporate Procurement Manager. The Council's Head of Community Planning, Strategic Commissioning & Organisational Development will have responsibility for the improvement programme and delivery of the objectives.

5. Spend

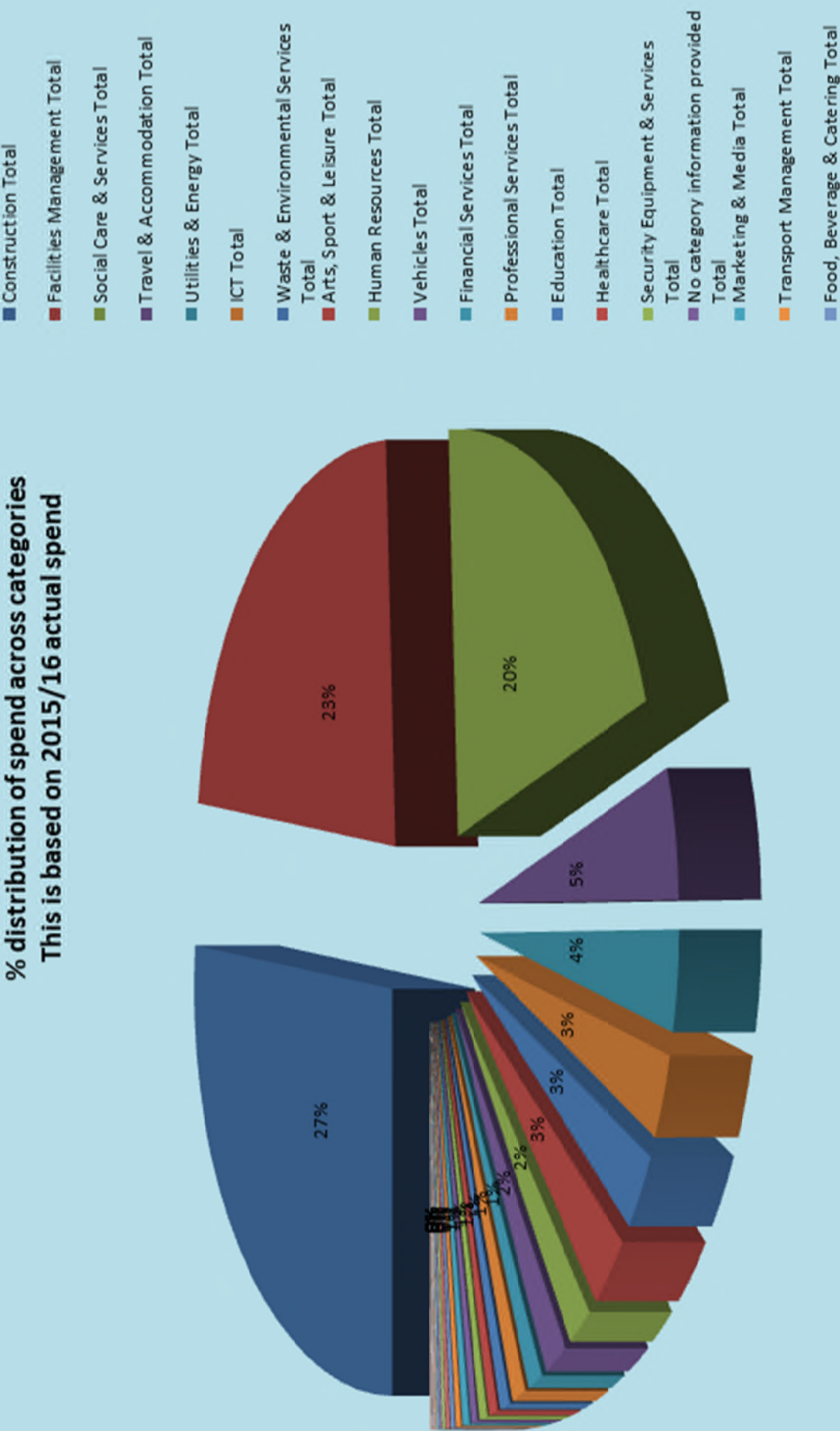
Each year we spend around £200m with third party suppliers, including commissioned services, and the procurement of goods and services. Collaborative partnerships are a key part of maximising efficiencies in procurement processes and outcomes; we use collaborative contracts developed under several of these arrangements. Our Strategy for delivering an effective portfolio of contracts includes use of contracts formed by the Tayside Procurement Consortium, Scotland Excel and the commercial team of the Scottish Government – Scottish Procurement.



The full range of contracts available from each of the collaborative groups can be viewed by following the links below:



% distribution of spend across categories
This is based on 2015/16 actual spend



6. Financial Information

Budget Information

The Medium Term Financial Plan sets out the challenges for the next three years and is the basis on which the Final Revenue Budget for 2016/17 and a Provisional Revenue Budget for the years 2017/18 and 2018/19 was approved on 11 February 2016. Proposals for a detailed Revenue Budget for 2017/18 will be set before Council for approval on 9 February 2017.

Following approval the detail of the 2017/18 budget will be published [here](#).

Considerable progress has been made with improvements to the management and procurement of capital projects. A composite capital budget for the period 2016-2022 has been set. A summary of the funded projects reviewed from page 75 onwards of [this report](#). Further to the information that can be found in the 2016/17 budget, each budget line which will result in procurement work will also be included in the Council's Contract Delivery Plan – see Appendix 1 for more detail on the contracts which will be created.

Contracts Register

A key dataset the Council publishes is the Contracts Register. A searchable format of the Register can be viewed via a link on the Council website. [Click here](#)

The search functions on Public contracts Scotland can be used as a data source for exploring the contracting plans of a wide range of public bodies, including Perth and Kinross Council. The data can be viewed online, opportunity to search for specific contracts or themes. The data can also be downloaded as an Excel spreadsheet or a .csv file.

7. Recommendations

In [Section Four](#) of this strategy we have set out our high level aims and objectives. These will be delivered through an operational action plan. This section draws out the most significant enhancements we aim to make in the period covered by this Strategy.

Focus on meeting our savings targets through continually improving and lean procurement practice

Enhance the ways in which we offer support to businesses. We will work with the business community to identify appropriate support mechanisms to ensure all those interested in becoming more familiar with our procurement processes have the information they need.

Explore opportunities for greater collaborative working across Tayside particularly, but also across the whole public sector generally.

Further develop the Social Value that can be delivered from contracts by working in partnership with our suppliers

8. Monitoring, Reviewing and Reporting performance

Monitoring

Regular updates on this strategy will be provided to the Council's Executive Officer Team, to the Modernising Governance Member/Officer Working Group, and the Strategic Policy and Resources Committee. Updates will include progress being made to meet the aims and objectives set out in [Section Four](#) of this strategy and on the execution of the recommendations in [Section Six](#).

Reporting

Ensuring that procurement performance is reported regularly to an appropriate committee was highlighted as an essential requirement in the Accounts Commission Report on Procurement in Councils [click here](#). Progress of the delivery of this strategy and a report on procurement savings and non-financial procurement benefits will be considered by Council on an annual basis.

Review

In alternate years an independent review of the Council's procurement capability will be undertaken. The Council procurement functions are benchmarked against an assessment tool, the Procurement Capability and Improvement Programme (PCIP). The assessment requires the submission of defined range of data and documentation as well as an on-site visit by the assessors.

In 2016 the PCIP assessment placed the Council capability in band 3 (61-65%). Our aim is to move into band 2 (66-70%) by the time of our next assessment. Learning from each assessment is used to inform the Improvement Plan.

Revision process

This strategy will be reviewed and an update published by 31 March 2018.

From 2019 an annual procurement strategy will be published as close as possible to 1 April each year.

9. Strategy Ownership and Contact Details

Procurement is included in the portfolio of the Deputy Chief Executive with responsibility for Sustainability, Strategic and Entrepreneurial Development, Jim Valentine.

The Council's Procurement Team sits within the Strategic Commissioning and Organisational Development service which is led by Keith McNamara.

The Corporate Procurement Manager, Mary Mitchell has responsibility managing the provision of a professional procurement service ensuring that legislation, agreed policies, professional standards, procedures and principles are followed.

Contact details

Perth and Kinross Council
2 High Street
Perth
PH1 5PH
01738 475521
contracts@pkc.gov.uk

10. Policies, Tools and Procedures

Policy - Developing our Supply Chain

The Council will also consider how the following matters can be addressed, where appropriate, in its procurement activities:-

- The payment of a living wage in relevant contracts.
- The inclusion of community benefit requirements.
- The engagement and involvement of those affected by the procurement exercise.
- The promotion of compliance by contractors and sub-contractors with Health and Safety at Work legislation.
- The procurement of fairly and ethically traded goods and services.
- In relation to procurement activities relating to food, the Council will consider how to procure sustainably grown food which represents value for money whilst improving the health, wellbeing and education of communities in our area and promoting the highest standards of animal welfare.
- The payment of invoices in line with contractual terms throughout the supply chain.



Each of the icons above provide links to more detailed information on each policy area on www.pkc.gov.uk.

Policies, Tools and Procedures continued

Tools

We will use as many of the tools available to us as practical to make sure we engage with those affected by our procurement. Some pre-existing routes to engage with communities and businesses include:

Local Action Partnerships working within communities across the Perth and Kinross area

The national [Suppliers Charter](#): a joint statement between public sector procurement organisations and Scottish businesses outlining how they will work together to facilitate access to public sector procurement opportunities.

Where it is appropriate we will signpost businesses to the national support tool; the [Supplier Journey](#)

We will facilitate access to training in procurement processes or systems when we make changes to our practice. We are members of the Supplier Development Programme which provides a range of [free tender training workshops](#) across Scotland.

We will work with those affected by our procurement to ensure our communication with businesses and suppliers continues to improve.

Our Contracts Register will be maintained to ensure that we are transparent about the contracts we use.



Policies, Tools and Procedures continued

Procedures

Tendering

How the Council undertakes procurement is set out in our Contract Rules. These rules outline the governance we need to follow when putting a contract in place. We are required by these rules and legislation to carry out procurement in a fair, transparent and non-discriminatory way.

Processes vary depending on the value of a contract.

- From **£5,000 to £50,000** we will invite **quotations** from a minimum of 3 bidders.
- Where contracts are valued at **£50,000 up to the thresholds set out in the EU directives** for procurement we will carry out procurement as set out in the Procurement (Scotland) Regulations 2016; **via an advertised tender**.
- **EU regulated contracts** are those above defined values and must be **tendered** following the Public Contracts (Scotland) regulations 2015. [Thresholds](#): Goods and Services = £164,176; Social services = £589,148 and works = £4,104,394.

All of these routes to market will use Public Contracts Scotland as the portal for advertising our requirements.

Systems

By November 2018 there is a duty on public bodies to carry out the end to end procurement process electronically. The Council has already introduced electronic processes to several stages of our processes. During 2017 we will enhance our systems to make sure we are ready for the change.

Glossary

This glossary includes terms used in the Procurement Strategy document and the Improvement Plan.

TERM	DEFINITION
Balanced Scorecards	Used to measure supplier performance against defined indicators.
Contract Strategy	Outlines the purpose and governance of the procurement exercise. The strategy will reflect the risk, value and strategic importance of the proposed contract to Perth and Kinross Council.
Benchmarking	A process of continuously measuring and comparing an organisation's processes against comparable organisations to gain information to help performance improvement e.g. "best in class" achievement.
Best Value (BV)	The Local Government in Scotland Act 2003, placed a statutory duty of Best Value upon local authorities in the discharge of their functions. The principles make clear that Councils have a duty to "make arrangements to secure continuous improvement in the way in which our functions are exercised, having regard to a combination of economy, efficiency and effectiveness". This improvement involves consideration of costs, making the most of money spent, and making sure that services meet the needs of communities and authorities' priorities.
Commissioning	The process of ensuring that the health and care services provided effectively meet the needs of the population. Often a complex process with responsibilities ranging from assessing client needs, prioritising health outcomes, procuring products and services, and managing service providers.
Commissioned Services	This term is used to describe services for which a third party organisation has been engaged to manage delivery.
Contract	A binding agreement to perform a certain service or provide a certain product in exchange for valuable consideration, usually money.
Contracts Register	Published database of the contracts let, and used by Perth and Kinross Council. The contracts Register is updated automatically each time a contract is awarded through the PCS portal.
Equal opportunities	The practice of ensuring that all employees and users of services receive fair and equal treatment.
European Directives (EU Regs)	Rules and regulations set by the European Union with regard to procurement for public sector organisations – these are mandatory for public sector organisations. This is facilitated by regulations in each member state (see Procurement Legislation from 18 April 2016).
Following the Public Pound	This term describes the code which the Council follows to ensure information about how public money is used in support of arm's length organisations, trusts and voluntary bodies. Following the public pound' principles do not apply to conventional

TERM	DEFINITION
	contracts which involve councils purchasing goods, materials or services eg, contracts with a private care home to provide residential care places - information on these is provided in the Contracts Register.
Governance	The framework of authority and control within an organisation.
Official Journal of the European Union/OJEU	The publication in which all high value public sector contracts in the EU must be advertised.
Public Contracts Scotland	A national advertising website where all Scottish public sector organisations can publicise their contract opportunities. This platform links to OJEU and ensures all contract notices for Scottish Public Sector contracts may be reviewed in one place.
Public Contracts (Scotland) Regulations	Public procurement law regulating the purchasing by Scottish public sector bodies of contracts for goods, works or services for contracts above values defined by the EU Directive for Public Procurement.
Procurement Commercial Improvement Programme (PCIP)	The objective of the PCIP is to assist organisations to improve their structure, capability, processes and ultimately their performance. A bi-annual assessment is carried out to ensure organisations are performing against the standards set out in the PCIP.
Procurement	The process of sourcing goods, services or contracts for construction works.
Quality	Fitness for purpose when judged against the standards specified in the contract.
Scotland Excel	A national collaborative buying initiative representing the 32 Scottish local authorities.
Scottish Procurement	Part of the Scottish Procurement and Commercial Directorate of the Scottish Government, Procurement Scotland is responsible for developing and implementing contracts for the use of all Scottish public sector organisations.
Selection Criteria	Factors taken into account when determining whether bidders are appropriately qualified to undertake public work. These criteria are set out in the ESPD.
Small and Medium sized Enterprises (SMEs)	Firms that employ less than 250 people and have a turnover of less than £50m.
Social Value	The process through which services to be bought, or the way they are going to buy them, could secure these benefits for their area or stakeholders.
Specification	A description of the essential technical requirements for goods or services to be delivered under a contract, including the method for checking that the requirements have been met.

TERM	DEFINITION
Stakeholders	Individuals, groups or organisations that are affected by and/or have an interest in a particular issue or organisation e.g. customers, partners, employees, shareholders, and government.
Supplier Engagement	In simple terms, working with suppliers to achieve mutual goals – as opposed to ‘them and us’.
Supply Chain	The flow of resources into and out of the enterprise's collective operations. The chain can be said to start with the suppliers of your suppliers and ends with the customers of your customer.
Suppliers Charter	A joint statement between the Public Sector Procurement and Businesses sectors committing to facilitating improved access to public sector procurement opportunities.
Supplier Development Programme	A local authority partnership programme established to offer small and medium sized enterprises (SMEs) the opportunity to grow and diversify through procurement.
Supported Business	A supported business draw at least 30% of the workforce from the most disadvantaged groups in our communities.
Sustainable Development	Development which meets the needs of the present without compromising the ability of future generations to meet their own needs' e.g. the environmental and social impact of today's actions that may affect the ability of future generations.
Sustainable Procurement	The application of sustainable development principles to procurement (see above).
Tayside Procurement Consortium (TPC)	The Tayside Procurement Consortium delivers contracts for the three Tayside local authorities, Angus Council, Dundee City Council and Perth and Kinross Council. More information on the consortium's activity can be found here
Thresholds	The financial threshold above which certain procedural aspects of the procurement Regulations become mandatory. There are two thresholds, one that applies to most central government bodies and one for other authorities. The current threshold is published on the OGC website.
Transparency	Being clear with potential suppliers as to what is planned and the steps that will be and have been taken in relation to a procurement process, and performing that procurement process as described in the communications with potential suppliers.
Values	Represent the beliefs within an organisation and are demonstrated through the day to day behaviours of its employees.
Vision	A statement describing how an organisation wishes to be in the future. Also see Mission Statement.

Appendix 1 - Contract Delivery Plan

Information on the activities supported by Council services can be found on the Council website www.pkc.gov.uk. The Contract Delivery Plan has been presented in a format which follows the same structure. This appendix can be used to review the planned procurement activity alongside the wider context of the need the contract will meet.

Where the Council intends to access a collaborative contract the relevant contracting body will be named as the 'Contact' below. Further information about the full range of contract from each of the collaborative bodies can be found by following the links on page 10 of this document.

The values stated for each contract are the total amount expected to be spent during the full term of the contract.

Business and trade

Under the [Business and trade](#) section, you can find information on:

[Commercial waste and recycling](#)
[Health and safety](#)

[Regeneration and city centre management](#)
[Invest in Perth](#)

Income Generating Contracts					
Category	Contract	Expected Award Date	Estimated Value (£)	Contact	
Commercial Waste and Recycling	Residual Waste	2017	(£3,942,549)	Sheila Best	
Commercial Waste and Recycling	Street Sweepings	2017	(£61,020)	Sheila Best	
Commercial Waste and Recycling	Inert Waste	2017	(£44,289)	Sheila Best	
Commercial Waste and Recycling	Plasterboard	2017	(£9,660)	Sheila Best	
Commercial Waste and Recycling	Tyres	2017	(£8,060)	Sheila Best	

Commercial Waste and Recycling	Glass Mixed	2017	(£837)	Sheila Best
Category	Contract	Expected Award Date	Estimated Value (£)	Contact
Waste and recycling	Automotive Batteries	2017	£10,441	Sheila Best
Waste and recycling	Mixed Cans	2017	£1,546	Sheila Best
Waste and recycling	Organic Waste	2017	£3,057,362	Sheila Best
Waste and recycling	Paper and Cardboard	2017	£13,830	Sheila Best
Waste and recycling	Timber	2017	£17,830	Sheila Best
Waste and recycling	Used Cooking Oil	2017	£	Sheila Best
Waste and recycling	WEEE	2017		Scotland Excel
Waste and recycling	Recycle/Refuse Containers	2017	£1,341,308	Scotland Excel
Waste and recycling	Waste Disposal Equipment	2020	£177,540	Scotland Excel
Health and safety	Security Services	2019	£527,260	Lorraine McCowan
Health and safety	Personal Protective Equipment	2017	£506,092	Scotland Excel
Health and safety	Washroom Solutions	2018	£123,556	Scotland Excel
Health and safety	Janitorial products	2017	£190,676	Scotland Excel
Regeneration and city centre management	Innovation Hub			Graham Pinfield
Regeneration and city centre management	Lighting Project	2017	£5,150,000	Mike Morgan
Regeneration and city centre management	Perth Creative Exchange	2017		Finlay Kerr
Regeneration and city centre management	Place making Public Realm	2017		Mike Morgan
Regeneration and city centre management	Provision of Professional Property & Valuation Services in connection with the valuation and negotiation	2018	£30,000	Louise Campbell
Regeneration and city centre management	Provision of Property Consultancy Services to PKC for the Disposal of Development and Surplus Property	2018	£18,000	Kate Leer

Regeneration and city centre management	Sediment Clearance Works	2017		John Taylor
Invest in Perth	Award of Invest in Perth Marketing & Design	2017	£15,000	Kirsty Easton

Community life and leisure

Under the [Community life and leisure](#) section, you can find information on:

[Community learning and development](#)

[Sport, sports clubs and leisure centres](#)

[Welfare Rights](#)

[Parks, gardens and open spaces](#)

Category	Contract	Expected Award Date	Estimated Value (£)	Contact
Community learning and development	SVQ Delivery	2017	£38,000	Keith Ridley
Community learning and development	To deliver a diverse programme of performing arts with the focus on music and drama at Perth Concert Hall	2017	£1,204,753	Fiona Robertson
Parks, gardens and open spaces	Amenity Greenspace	2017	£1,800,000	Lesley Ann Cassiday
Parks, gardens and open spaces	Award of Street Weedkilling - 2014-2017	2017	£40,000	Lesley Ann Cassidy
Parks, gardens and open spaces	Capital Upgrades for Greenspace			Lesley Ann Cassidy
Parks, gardens and open spaces	Garden Maintenance	2017	£246,000	Lesley Ann Cassidy
Parks, gardens and open spaces	Horticultural Products	2016	£146,190	Tayside Procurement Consortium
Parks, gardens and open spaces	Independent Engineers Inspection for play	2017	£10,485	Lesley Ann Cassidy
Parks, gardens and open spaces	North Inch Golf Course Maintenance	2017	£288,000	Lesley Ann Cassidy
Parks, gardens and open spaces	Framework for Supported Businesses	2017	£50,000	Scottish Procurement
Parks, gardens and open spaces	Grounds Maintenance	2019	£684,136	Scotland Excel

Parks, gardens and open spaces	Heavy Plant	2017	£131,815	Scotland Excel
Parks, gardens and open spaces	Tree and Scrub Maintenance	2017	£192,408	Lesley Ann Cassidy
Sport, sports clubs and leisure centres	Provision of Sports & Leisure facilities at 6 Community Campuses for PKC	2039	£815,012	Andy Cook
Sport, sports clubs and leisure centres	Provision of Sports & Leisure facilities for PKC	2019	£3,240,386	Fiona Robertson
Welfare Rights	Domestic Furniture and Furnishings	2020	£1,034,384	Scotland Excel

Council and government

Under the [Council and government](#) section, you can find information on:

[Council departments](#)

[Council information, performance and statistics](#)

[Councillors, elections and democracy](#)

[Jobs and Careers](#)

[Community planning - working in partnership](#)

Category	Contract	Expected Award Date	Estimated Value (£)	Contact
Community planning - working in partnership	Operation of Westbank site	2017	TBC	Bruce Reekie
Council departments	Boiler Optimisation Programme	2017	£100,000	Scott Nicol
Council departments	Capital Window Replacements	2017	£800,000	Scott Nicol
Council departments	Construction Framework	2017	£40,000,000	Scott Nicol
Council departments	Gas Safety Management Inspection & Testing Partnership	2017	£60,000	Lynn McGeorge

Council departments	Perth & Kinross Council Construction & Refurbishment Projects	2018	£	Capital Programme office
Council departments	Planned Maintenance Contracts	2017	£4,000,000	Scott Nicol
Council departments	Servicing Contracts	2021	£8,500,000	Scott Nicol
Council departments	Supply of Liquid Spill Kits	2017	£5,000	Bill Morton
Council departments	Award of Vehicle Leasing	2018	£10,308	Joan Wilson
Council departments	Award of Vehicle Leasing	2017	£38,414	Nicola Simpson
Council departments	General Stationery and Office Paper	2019	£600,000	Scottish Procurement
Council departments	Heavy Vehicles	2019	£5,259,764	Scotland Excel
Council departments	Light Vehicles	2017	£2,308,164	Scotland Excel
Council departments	Mail Services	2019	£1,200,000	Scottish Procurement
Council departments	Marketing Services	2017	TBC	Scottish Procurement
Council departments	Media Planning, Buying and Associated Services	2017	TBC	Scottish Procurement
Council departments	Media Services	2020	TBC	Scottish Procurement
Council departments	Print Services	2017	£320,000	Tayside Procurement Consortium
Council Departments	Annual Independent Engineers Report (insurance requirement)	2017	£10,485	Craig Robertson
Council Departments	Secure Cash Uplift	2017	£270,000	Tayside Procurement Consortium

Council Departments	Software and associated services for Payment processing and cash receipting	2017	£16,000	Financial Services
Council departments	Tyres for vehicles & Plant	2017	£529,280	Scotland Excel
Council departments	Vehicle & Plant Hire	2017	£199,196	Scotland Excel
Council departments	Vehicle Parts	2016	£881,064	Scotland Excel
Council departments	1st Line Support & Licences for Red Box Call Recording	2018	£4,506	Jacqueline Wilmott
Council departments	Annual Support for BI Suite 50 Concurrent Session Based Licences and 10 Named User Licences	2018	£45,112	Jacqueline Wilmott
Council departments	Application Design and Development Services	2018	TBC	Jacqueline Wilmott
Council departments	Augmentative Communications and Information and Communications Technology (ICT)	2018	£11,880	Susan Cannon
Council departments	Award of Thermal Imaging Surveys	2017	£11,340	Ryan Graham
Council departments	Channel Shift	TBC	TBC	Graham Pinfield
Council departments	City Operations Centre (with Dundee)	TBC	TBC	Graham Pinfield
Council departments	City Wide wireless	TBC	TBC	Graham Pinfield
Council departments	Customer services platform	TBC	TBC	Ian Caldwell
Council departments	Dark Fibre Lease/Breakout - 24 core Fibre High Street to Pullar House	2018	£7,297	Jacqueline Wilmott

Council departments	Dark fibre leased circuits - Leased lines from 2 High St to: Carpenter House; Atrium; Whitefriars.	2022	£106,479	Jacqueline Wilmott
Council departments	DeepFreeze Maintenance renewal - 201 licences in total	2018	£1,039	Jacqueline Wilmott
Council departments	Desktop Client Device	2017	TBC	Scottish Procurement
Council departments	Digital and technology services	2017	TBC	Jacqueline Wilmott
Council departments	Digital Conferencing Services	2018	TBC	Jacqueline Wilmott
Council departments	Digital Inclusion	TBC	TBC	Graham Pinfield
Council departments	Eclipse Call Management System & Associated Software Modules - Provides: Telephone support; software enhancements; access to the support web site; regular phone number & BT tariff updates; remote diagnostics facility and hardware maintenance (if applicable).	2018	£3,320	Jacqueline Wilmott
Council departments	Employability Service's Management Information System	2018	£33,800	Lynn Webster
Council departments	ESRI Product (ArcGIS) Software Maintenance and Support	2018	£17,165	Jacqueline Wilmott
Council departments	Fixed Telephony	2017	TBC	Jacqueline Wilmott
Council departments	Fixed Telephony Services Framework (SP-13-02)	2017	£72,479	Scottish Procurement
Council departments	Fully Managed Service for Building Energy	2018	£199,942	Chris Anton

	Management System				
Council departments	GO Loader maintenance & support	2018		£2,500	Jacqueline Wilmott
Council departments	Integrated HR/Payroll System Software	2018		£400,000	Euan Sturgeon
Council departments	IT Consumables	2019		£400,000	Scottish Procurement
Council departments	IT peripherals	2017		£750,000	Scottish Procurement
Council departments	LANDesk Service Desk Annual Maintenance	2018		£28,173	Jacqueline Wilmott
Council departments	Licence for access to ArcGIS training courses	2018		£3,241	Jacqueline Wilmott
Council departments	Mobile Client Devices	2017		TBC	Scottish Procurement
Council departments	Network Enablement Services	2017		£440,233	Scottish Procurement
Council departments	Office Equipment	2017		£2,051,806	Scottish Procurement
Council departments	Oracle Premier Support	2018		£945	Jacqueline Wilmott
Council departments	Performance Management and Reporting Software	2017		£100,000	Chris Jolly
Council departments	PKC Maintenance & Support of Mitel Telecommunications System	2017		£114,000	Susan Cannon
Council departments	PKC Speech Enable Auto Attendant System	2018		£67,753	Ian Caldwell
Council departments	Presentation and Audio visual equipment	2019		£427,096	Scotland Excel
Council departments	Purchase of SolarWinds Annual Maintenance Renewal	2018		£27,872	Wendy Morrison
Council departments	Refresh of Email Security Software	2018		£17,595	Susan Cannon

Council departments	Refresh of PKC Microsoft Volume Licence Program	2018	£454,089	Susan Cannon
Council departments	Renewal of 100 x Citrix Xendesktop VDI licences	2017	£1,428	Susan Cannon
Council departments	Rent Recovery - Monzie Hill Radio Site, Hallyburton (Lundie) Radio Site & Kirkton of Mailer Mast	2018	£12,963	Jacqueline Wilmott
Council departments	Server Maintenance Framework	2017	TBC	Jacqueline Wilmott
Council departments	Smart Waste	2017	TBC	Graham Pinfield
Council departments	Software system to support processing of licensing applications	2018	£6,000	Susan Cannon
Council departments	Streetwise Professional Licence and Support	2018	£3,200	Jacqueline Wilmott
Council departments	Supply of Citrix Licences	2016	£2,756	Susan Cannon
Council departments	Supply of Microsoft Licences for Schools Environment	2018	£91,204	Andy Cook
Council departments	Supply of Technical Support for PKC Citrix Environment	2017	£17,100	Susan Cannon
Council departments	Explore access to the Scottish Wide Area Network	2017	TBC	Wendy Morrison
Council departments	Symphony iManage, iExchange, iSearchWeb and ASD Annual Maintenance	2018	£7,931	Jacqueline Wilmott
Council departments	Systems and services to create and improve openness, interoperability and data sharing between systems, citizens and staff to improve	2017	TBC	Paul Davison

	the experiences of systems users and reduce costs of transactions/interactions				
Council departments	Tablet Client Devices	2018		Variable	Jacqueline Wilmott
Council departments	Tenable Nessus Professional Licence - Vulnerability scanning platform for auditors and security analysts	2021		£2,707	Jacqueline Wilmott
Council departments	Thin client devices	2017		Variable	Jacqueline Wilmott
Council departments	UPS – Support & Maintenance	2021		£15,000	Jacqueline Wilmott
Council departments	Web Based & Proprietary Cleint devices	2017		TBC	Jacqueline Wilmott
Council departments	Workstation Client Devices	2018		TBC	Jacqueline Wilmott
Council information, performance and statistics	Perth Apps				Graham Pinfield
Councillors, elections and democracy	Local Government Elections	2017		£121,000	Gillian Taylor
Councillors, elections and democracy	Poll cards, postal votes, ballot packs	2018			Gillian Taylor
Jobs and careers	Provision of Occupational Health Services - Perth & Kinross	2018		£309,000	Keith Ridley
Jobs and careers	Recruitment Advertising & Public Notices	2018		TBC	Scottish Procurement
Jobs and careers	Recruitment Tests	2016		£2,979	Keith Ridley
Jobs and careers	Temporary and Interim Staff	2018			Scottish Procurement
Jobs and careers	To deliver a programme of activity to ensure all	2017		£12,000	Colin Hay

	young people aged 16 to 19 are in a positive learning, training or employment destination.			
Jobs and Careers	Agency staff - friarton	2017	£522,475	Nigel Taylor
Jobs and Careers	System to support equal pay audits	2016	£6,300	Keith Ridley

Education and learning

Under the [Education and learning](#) section, you can find information on:

[Libraries and archives](#)

[Schools](#)

[Support for young people - activities and advice](#)

[Museums and galleries](#)

Category	Contract	Expected Award Date	Estimated Value (£)	Contact
Museums and galleries	Operates and manages Perth & Kinross library, archive and museum services	2017	£3,329,752	Fiona Robertson
Schools	Design Build and Operation of 6 Community Campuses	2037	£220,000,000	Andy Cook
Schools	Education & Office Furniture	2017	£1,253,962	Scotland Excel
Schools	Education Materials	2017	£1,898,148	Scotland Excel
Schools	Library Books & Text Books	2017	£1,001,020	Scotland Excel
Schools	Milk	2018	£134,447	Scotland Excel

Schools	Online School Payment System	2025	£81,374	Scotland Excel
Schools	Partnership agreement for the provision of School and ECS establishment cleaning	2017	£2,437,401	Tayside Procurement Consortium
Schools	Partnership agreement for the provision of school meals	2017	£4,305,894	Simon Farrer
Schools	Purchase and Maintenance of Vending Machine	2017	£4,340	Simon Farrer
Schools	Salt	2018	£31,952	Scotland Excel
Schools	Capital Projects - Education	2017	£1,400,000	Thomas Bryce

Housing

Under the [Housing](#) section, you can find information on:

[Adapting Homes](#)

[Council Housing](#)

[Homelessness and temporary accommodation](#)

[Housing Associations](#)

[Older Persons' Housing](#)

Category	Contract	Expected Award Date	Estimated Value (£)	Contact
Council Housing	Building and Timber	2019	£517,880	Scotland Excel
Council Housing	District Heating		£96,444	June Beverley
Council Housing	Electrical Goods	2020	£747,716	Scotland Excel

Council Housing	Lift Maintenance	2017	TBC	Tayside Procurement Consortium
Council Housing	Lightning Conductors - housing	2018	£30,760	June Beverley
Council Housing	Plumbing and Heating Materials	2019	£624,528	Scotland Excel
Council Housing	Provision of Term Maintenance Blacksmith & Fencer Works	2017	£280,000	Mark McColl
Council Housing	Provision of Term Maintenance Blacksmith & Fencing Works	2017	£280,000	June Beverley
Council Housing	Provision of Term Maintenance Drainage Works	2017	£520,000	Mark McColl
Council Housing	Provision of Term Maintenance Electrical Works	2017	£1,000,000	June Beverley
Council Housing	Provision of Term Maintenance Glazing Works	2017	£680,000	Mark McColl
Council Housing	Provision of Term Maintenance Plumbing to the Council	2017	£800,000	Mark McColl
Council Housing	Provision of Term Maintenance Wet Trades/Painter	2017	£440,000	Mark McColl
Council Housing	Provision on Term Maintenance Joinery to the Council	2017	£720,000	Mark McColl
Council Housing	Trade Materials	2018	£39,172	Scotland Excel
Council Housing	Water Treatment - housing		£747,716	June Beverley
Council Housing	Window and Door Replacement Programme	2018	£4,300,000	John Cruickshank

Homelessness and temporary accommodation	Accommodation-Crieff Road & Rannoch Road	2018	£71,770	Glenn Peters
Homelessness and temporary accommodation	Accommodation-Crieff Road & Rannoch Road	2018	£64,639	Glenn Peters
Homelessness and temporary accommodation	Accommodation-Hostel & Outreach	2018	£52,222	Glenn Peters
Homelessness and temporary accommodation	Accommodation-Hostel & Outreach	2018	£208,384	Glenn Peters
Homelessness and temporary accommodation	Accommodation - Skinnergate & Satellites	2018	£369,888	Glenn Peters
Homelessness and temporary accommodation	Day Services-Day Services	2018	£145,307	Glenn Peters
Homelessness and temporary accommodation	Domestic Furniture and Furnishings	2020	£800,396	Scotland Excel
Homelessness and temporary accommodation	Outreach-Outreach	2018	£67,649	Glenn Peters
Homelessness and temporary accommodation	To support those who are homeless or under threat of homelessness	2017	£22,154	Parveen Rodger
Adapting Homes	Accommodation-Accommodation	2018	£20,103	Glenn Peters
Adapting Homes	Accommodation-Arkbrae, Perth	2018	£27,684	Glenn Peters
Older Persons' Housing	Care Homes for Adults	2019	£310,800	Scotland Excel

Law and licensing

Under the [Law and licensing](#) section, you can find information on:

[Births, deaths, marriages and civil partnerships](#)

[Data protection and freedom of information](#)

[Environmental health](#)

[Licences, permits and permissions](#)

[Trading standards and consumer advice](#)

Category	Contract	Expected Award Date	Estimated Value (£)	Contact
Licences, permits and permissions	Software and associated services for Civil enforcement		TBC	Debbie Merchant
Environmental health	Laboratory Analysis 3 Year Contract	2017	£60,000	Katie Briggs
Environmental health	Pest Control	2016	£296,588	Tayside Procurement Consortium

Planning and the environment

Under the [Planning](#) and the [environment](#) section, you can find information on:

[Greener living](#)

[Pollution](#)

Category	Contract	Expected Award Date	Estimated Value (£)	Contact
Greener living	Biomass	2017	TBC	Scottish Procurement
Greener living	Biomass (fuel only)	2017	TBC	Scottish Procurement

Greener living	Electricity	2018	£3,876,916	Scottish Procurement
Greener living	Liquid Fuels	2019	TBC	Scottish Procurement
Greener living	Natural Gas	2018	£4,286,068	Scottish Procurement
Greener living	Non-Domestic Energy	2020	£84,572	Scottish Procurement
Greener living	Water & Waste	2018	TBC	Scottish Procurement
Pollution	PKC Provision of Air Quality Services	2018	£248,516	Jim Dixon

Social care and health

Under the [Social care and health](#) section, you can find information on:

[Family support and care](#)
[Criminal Justice Social Work](#)
[Disabilities](#)
[Domestic violence](#)
[Fostering, adopting and looked after children](#)

[Health and Medical Information](#)
[Help for Adults](#)
[Home Care](#)
[Mental Health and Wellbeing](#)
[Services for Older People](#)
[Young people - advice, support and activities](#)

Category	Contract	Expected Award Date	Estimated Value (£)	Contact
Family support and care	Recommissioning programme of Services for Children and Families	2017- 2019	£3,491,942	Caroline Mackie

Family support and care	Aims to help with the education of all local pre-school children by providing educational and stimulating toys and equipment	2017	£3,822	Helen Roach
Family support and care	Delivers youth work services and support programmes to young people ages 8 - 25 mainly from disadvantaged back grounds including those who require early intervention, those who are underachieving, those who have addiction issues, offenders and those who have become homeless	2017	£25,000	Tracy Garland
Family support and care	To change lives through education, providing knowledge and skills to succeed at work, in business and in the community	2017	£60,690	Rodger Hill
Family support and care	To enable young people with experience of being looked after in public care to come together to identify and discuss issues of importance to them	2017	£33,000	Linda Richards
Family support and care	To ensure children and young people have an increased understanding of addiction and experience a reduction on the impact of their parents misuse on them and/or their families	2017	£31,520	Hazel Robertson
Family support and care	To promote the benefit of the inhabitants of the Strathmore, Glenshee and Strathardle areas by providing facilities in the interest of social welfare for education, health, recreation and leisure time occupation	2017	£3,785	Fiona Findleton
Family support and care	To promote the benefits to inhabitants in Perth & Kinross by coordinating and encouraging the activities of voluntary organisations	2017	£32,000	Caroline Mackie
Family support and care	To promote the benefits to the inhabitants of Alyth and its environs without distinction of political, religious or other options of a service for young people	2017	£23,705	Fiona Findleton
Family support and care	To provide a comprehensive package of support to eligible children and families designed to offer friendship, regular support and practical help	2017	£21,975	Susan Johnstone
Family support and care	To provide affordable, flexible and accessible	2017	£42,500	Linda Richards

	childcare to enable parents to take up employment, education or training opportunities				
Family support and care	To provide family support that will promote effective parenting	2017		£203,850	Caroline Mackie
Family support and care	To provide individualised interventions designed to meet assessed needs and to support those responsible for causing harm	2017		£103,474	Tracy Garland
Family support and care	To provide information, support and / or refuge for women and any accompanying children who have experienced or are in fear of abuse in their home or in a relationship	2017		£54,000	Hazel Robertson
Family support and care	To provide speech and language therapy services for children identified as having additional support needs	2017		TBC	Dorothy Henderson
Family support and care	To safeguard, protect and preserve the good health both mental and physical of children and parents of children	2017		£55,033	Fiona Mackay
Family support and care	To support parents / carers of children with additional needs	2017		£62,500	Dorothy Henderson
Family support and care	To the provision of high quality care which adheres to the principles of choice, independence and the service user's rights	2017		£15,000	Steven Hatch
Fostering, adopting and looked after children	Children's Residential Care	2018		£1,591,328	Scotland Excel
Fostering, adopting and looked after children	Foster Care	2017		£975,700	Scotland Excel
Criminal Justice Social Work	Employment Support for Offenders	2017		£92,848	Nicola Rogerson
Criminal Justice Social Work	Tayside Arrest Referral	2017		£150,000	Nicola Rogerson
Young people - advice, support and activities	Delivers youth work services and support programmes to young people ages 8 - 25 mainly from disadvantaged backgrounds including those who require early intervention, those who are underachieving, those who have addiction issues, offenders and those who have become homeless	2017		£15,000	Colin Hay

Young people - advice, support and activities	Delivers youth work services and support programmes to young people ages 8 - 25 mainly from disadvantaged backgrounds including those who require early intervention, those who have addiction issues, offenders and those who have become homeless	2017	£15,000	Brian Hutton
Young people - advice, support and activities	Engages and supports young people aged 11 - 24 in Highland Perthshire who are at risk and those that are underachieving	2017	£3,600	Colin Hay
Young people - advice, support and activities	To advance the mental, physical and spiritual welfare of young people between 14 and 25	2017	£12,841	Brian Hutton
Support for young people - activities and advice	Provision of Mediation Services to be provided to the numerous Local Authority establishment throughout the region of Tayside	2019	£6,400	Dorothy Henderson
Help for Adults	Advice & Support-	2018	£1,106,000	Glenn Peters
Help for Adults	Advice/Support -Choose Life	2018	£7,951	Glenn Peters
Help for Adults	Advice/Support -Outreach	2018	£25,000	Glenn Peters
Help for Adults	Advice/Support-Core Funding	2018	£61,696	Glenn Peters
Help for Adults	Advice/Support-Perth Money Advice Project	2018	£107,089	Glenn Peters
Help for Adults	Advice-Specialist Advice	2018	£27,608	Glenn Peters
Help for Adults	Advocacy	2018	£53,500	Glenn Peters
Help for Adults	Advocacy-Carers Advocacy	2018	£51,141	Glenn Peters
Help for Adults	Advocacy-Prisoner Health Care	2018	£11,220	Glenn Peters
Help for Adults	Advocacy-Strathmartine	2018	£27,730	Glenn Peters
Help for Adults	Advocacy-Volunteer Co-ordinator	2018	£21,420	Glenn Peters
Help for Adults	Assessment/ Advice/Support -Joint Sensory Service	2018	£157,536	Glenn Peters
Help for Adults	Catering Sundries	2020	£147,832	Scotland Excel
Help for Adults	Community Meals	2019	£204,564	Scotland Excel
Help for Adults	Community Support-Mead Group	2018	£24,480	Glenn Peters
Help for Adults	Counselling	2018	£40,400	Glenn Peters
Help for Adults	Counselling -Choose Life	2018	£7,354	Glenn Peters

Help for Adults	Counselling -Choose Life	2018	£11,644	Glenn Peters
Help for Adults	Day care	2018	£323,600	Glenn Peters
Help for Adults	Day Services-Carers Centre	2018	£122,017	Glenn Peters
Help for Adults	Employment	2018	£25,000	Glenn Peters
Help for Adults	Floating Support-Floating Support	2018	£535,805	Glenn Peters
Help for Adults	Floating Support-Floating Support	2018	£93,259	Glenn Peters
Help for Adults	Floating Support-Outreach	2018	£182,490	Glenn Peters
Help for Adults	Free rent	2018	£129,470	Glenn Peters
Help for Adults	Further Education-Individual Contracts (various)	2018	£13,984	Glenn Peters
Help for Adults	Individual packages	2018	£263,500	Glenn Peters
Help for Adults	Meats - Fresh, prepared, cooked	2018	£89,944	Scotland Excel
Help for Adults	Minority Ethnic Community Support	2018	£30,000	Glenn Peters
Help for Adults	On Line Self Assessment System (Community Care)	2018	£77,000	Glenn Peters
Help for Adults	Outreach-Outreach	2018	£387,730	Glenn Peters
Help for Adults	Peer Support	2018	£9,793	Glenn Peters
Help for Adults	Secure Care	2017	£190,676	Scotland Excel
Help for Adults	Social Inclusion	2018	£88,730	Glenn Peters
Help for Adults	Supported Living-Airlie View	2018	£323,188	Glenn Peters
Help for Adults	Supported Living-Alyth-Burnside Court	2018	£258,956	Glenn Peters
Help for Adults	Supported Living-An Cala	2018	£303,564	Glenn Peters
Help for Adults	Supported Living-Bridge of Earn	2018	£309,095	Glenn Peters
Help for Adults	Supported Living-Earn Project	2018	£894,595	Glenn Peters
Help for Adults	Supported Living-Individual packages across the region	2018	£3,100,000	Glenn Peters
Help for Adults	Supported Living-Milnab Street	2018	£356,552	Glenn Peters
Help for Adults	Supported Living-Springlands	2018	£300,250	Glenn Peters
Help for Adults	Supported Living-St.Madoes	2018	£205,176	Glenn Peters
Help for Adults	Supported Living-Tulloch Hill	2018	£426,757	Glenn Peters

Help for Adults	Supported Living-Tulloch Road	2018		£450,375	Glenn Peters
Help for Adults	Telecare & Telehealth Technologies	2018		£373,036	Scotland Excel
Help for Adults	Transport	2018		£10,022	Glenn Peters
Mental Health and Wellbeing	To provide further and higher education through courses, degrees, work based learning and vocational training	2017		£23,028	Parveen Rodger
Mental Health and Wellbeing	Advice	2018		£285	Glenn Peters
Mental Health and Wellbeing	Advice/Support	2018		£40,596	Glenn Peters
Mental Health and Wellbeing	Advice/Support-Mental Health User Forum	2018		£51,401	Glenn Peters
Mental Health and Wellbeing	Advocacy-Mental Health Act	2018		£63,036	Glenn Peters
Mental Health and Wellbeing	Advocacy-Rohallion Unit	2018		£33,867	Glenn Peters
Mental Health and Wellbeing	Advocacy-RT Advocacy Worker	2018		£19,045	Glenn Peters
Mental Health and Wellbeing	Counselling	2018		£25,516	Glenn Peters
Mental Health and Wellbeing	Counselling	2018		£8,159	Glenn Peters
Mental Health and Wellbeing	Counselling -Choose Life	2018		£15,477	Glenn Peters
Mental Health and Wellbeing	Counselling -Choose Life	2018		£10,132	Glenn Peters
Mental Health and Wellbeing	Counselling-Level 1 monies	2018		£28,208	Glenn Peters
Mental Health and Wellbeing	Day Services-Befriending & Counselling	2018		£43,443	Glenn Peters
Mental Health and Wellbeing	Day Services-Co-ordinators Post	2018		£30,358	Glenn Peters
Mental Health and Wellbeing	Day Services-Core Funding	2018		£24,033	Glenn Peters
Mental Health and Wellbeing	Day Services-Mental Wellbeing Services - Level 1 Monies	2018		£29,144	Glenn Peters
Mental Health and Wellbeing	Day Services-Perth City Day Services	2018		£29,746	Glenn Peters
Mental Health and Wellbeing	Day Services-Perth City Day Services	2018		£25,414	Glenn Peters
Mental Health and Wellbeing	Employment-	2018		£113,810	Glenn Peters
Mental Health and Wellbeing	Employment-	2018		£27,030	Glenn Peters
Mental Health and Wellbeing	Floating Support-Floating Support	2018		£145,600	Glenn Peters
Mental Health and Wellbeing	Floating Support-Floating Support	2018		£28,210	Glenn Peters
Mental Health and Wellbeing	Mental Health-accomodation	2018		£199,260	Glenn Peters
Mental Health and Wellbeing	Provides care for males with a mental illness	2017		£14,378	Parveen Rodger

	within Murray Royal hospital				
Mental Health and Wellbeing	Supported Living-CIC South William Street	2018		£265,738	Glenn Peters
Mental Health and Wellbeing	Supported Living-Perth Road scone	2018		£345,685	Glenn Peters
Mental Health and Wellbeing	Supported Living-Simpson Square	2018		£221,222	Glenn Peters
Mental Health and Wellbeing	To promoting independence, self-direction and employment opportunities for people with learning disabilities	2017		£4,731	Parveen Rodger
Mental Health and Wellbeing	To provide quality learning and teaching to all students, with support systems in place to ensure they reach their true potential	2017		£23,789	Parveen Rodger
Mental Health and Wellbeing	Wellbeing	2018		£41,820	Glenn Peters
Mental Health and Wellbeing	Wellbeing	2018		£21,170	Glenn Peters
Services for Older People	Accommodation	2018		£2,450	Glenn Peters
Services for Older People	Community Support-Care Attendant Scheme	2018		£284,435	Glenn Peters
Services for Older People	Community Support-Care Attendant Scheme Dementia Care	2018		£25,309	Glenn Peters
Services for Older People	Day Services	2018		£87,979	Glenn Peters
Services for Older People	Day Services-Oasis, Bankfoot	2018		£13,464	Glenn Peters
Services for Older People	Day Services-Pitlochry Tryst	2018		£92,565	Glenn Peters
Services for Older People	Hospital Link Worker	2018		£22,000	Glenn Peters
Services for Older People	ICF Funded	2018		£104,000	Glenn Peters
Services for Older People	Sheltered Housing-Sheltered Housing	2018		£77,180	Glenn Peters
Services for Older People	Sheltered Housing-Sheltered Housing	2018		£60,934	Glenn Peters
Services for Older People	Sheltered Housing-Sheltered Housing	2018		£49,672	Glenn Peters
Services for Older People	Sheltered Housing-Sheltered Housing	2018		£72,467	Glenn Peters
Services for Older People	Sheltered Housing-Sheltered Housing	2018		£175,669	Glenn Peters
Services for Older People	Social Inclusion	2018		£3,000	Glenn Peters
Services for Older People	Timebanking	2018		£43,000	Glenn Peters
Services for Older People	Transport	2018		£8,120	Glenn Peters
Services for Older People	Transport	2018		£1,936	Glenn Peters

Services for Older People	Transport-Good Neighbours/Community Transport	2018	£66,596	Glenn Peters
Services for Older People	Transport-Rural Outreach	2018	£6,359	Glenn Peters

Transport and streets

Under the [Transport and streets](#) section, you can find information on:

[Parking and car parks](#)

[Public and community transport](#)

[Roads and pavements](#)

[Transport Planning](#)

[Walking and cycling](#)

Category	Contract	Expected Award Date	Estimated Value (£)	Contact
Public and community transport	Bus Shelter Cleaning	2018	£68,885	Tayside Procurement Consortium
Public and community transport	Bus Shelter Maintenance	2017	£90,212	Tayside Procurement Consortium
Public and community transport	Transport	2018	£193,048	Andrew Warrington
Roads and pavements	Aberfeldy Flood Study	2017	£100,000	Andrew Strang
Roads and pavements	Annaty Burn, Flood Protection	2018	£250,000	Andrew Strang
Roads and pavements	Blackford Flood Study	2018	£100,000	Andrew Strang
Roads and pavements	Bridge Maintenance works	2017	£150,000	Derek Davidson
Roads and pavements	Comrie Flood Protection	2017	£900,000	Andrew Strang
Roads and pavements	Engineering Consultancy	2019	£1,024,116	Scotland Excel

Roads and pavements	Minithort Surface Water Flood Protection	2017	£140,000	Andrew Strang
Roads and pavements	Minithort Surface Water Flood Protection - Management Plan	2018	£1.6 million	Andrew Strang
Roads and pavements	Miscellaneous Bridge Maintenance Works	2018	£150,000	Derek Davidson
Roads and pavements	North Muirton Flood Embankment	2017	£250,000	Andrew Strang
Roads and pavements	Old Perth Bridge, assessment	2017	£295,000	Derek Davidson
Roads and pavements	Pitlochry Flood Study	2017	£100,000	Andrew Strang
Roads and pavements	River Almond Embankment Repairs	2017	£60,000	Andrew Strang
Roads and pavements	Roads Maintenance	2018	£8,400,000	Tayside Procurement Consortium
Roads and pavements	Roads Maintenance Materials	2018	£2,806	Tayside Contracts
Roads and pavements	Scottish Road Maintenance Condition Survey 2013-2017	2017	£1,663,328	Graeme Ferguson
Roads and pavements	South Kinross Flood Protection	2017	£250,000	Andrew Strang
Roads and pavements	Tay Railway Viaduct Steps, replacement	2017	£150,000	Derek Davidson
Roads and pavements	Traffic Signal Maintenance	2017	£681,327	Tayside Procurement Consortium
Roads and pavements	Watercourse Clearance & Repair	2017	£44,000	Andrew Strang
Roads and pavements	Watercourse clearance & repair works	2018	£44,000	Andrew Strang
Roads and pavements	Weather Forecasting	2017	£206,489	Tayside Procurement Consortium

Roads and pavements	Welton Road, realignment	2017	£730,000	Derek Davidson
Roads and pavements	Welton road, repair contract to riverbank erosion	2018	£225,000	Derek Davidson
Roads and pavements	Welton Road, repair to riverbank erosion	2017	£110,000	Derek Davidson
Roads and pavements	Road Maintenance Materials	2018		Scotland Excel

Appendix 2 - Improvement Action Plan

1 Improvement Theme: PEOPLE Ensure those involved in our procurement processes are appropriately skilled and supported to deliver value for money services, and aware of their roles and responsibilities.					
Objectives	Specific Action	Responsibility	Timescales	Quality Improvement aims	
1.1 Continue to define roles and responsibilities for those participating in procurement activities, and embed controls through use of corporate systems.	Improve controls for system users by setting authority levels appropriate to roles. Training plans will be in place to support individuals.	Corporate Procurement Manager	December 2016	Improved use of systems to support procurement processes and reduced risk.	
1.2 Identify Learning & Development requirements against the national competency framework (procurement skills) and develop an appropriate action plan to further develop skills across the organisation.	Execute the delivery model defined by the scoping work done during 2016.	Corporate Procurement Manager	June 2017	Better matching of skills to activities leading to greater degree of professionalism and improved outcomes for all.	
1.3 Build capacity across Council services to enhance value from contracts and procurement	Communicate and train customers in the use of processes and systems. Further develop 'self-serve' tools	Corporate Procurement Manager	April 2017	Release of professional procurement resource to support the delivery of higher value/higher risk spend areas. Available resource is focused on areas of contracting activity from which the greatest level of savings can be achieved.	

1.4	Effective communication plan to be developed to keep key stakeholders informed of programme and changes (a continuation of improvements made during 2016)	Review existing communication plan including the provision of guidance and online resources. Revise and make necessary changes. Including: - Improving search capability in eric - Removing outdated information - Improve use of SharePoint technology - Increase use of Procurement News - Change email accounts - Introduce auto-responses - Rationalise telephone numbers Communicate changes and establish time lines for regular communications as per plan, include a plan to resource and allocate responsibilities.	Corporate Procurement Manager	April 2017	Good staff engagement levels and support for the required changes. Input and feedback provided by key stakeholders.
Expected Outcomes		Monitoring and evaluation			
	- Improved governance - Increased efficiency in procurement activities - Improved awareness within the Council of the impact of the procurement function on business capability				Percentage of contract strategies influenced by procurement team increases. Improved benefits realisation from contracts.
Outcome		Evidence			
	More effective corporate procurement function.				Improved performance in PCIP (section 1 questions).

2 Improvement Theme: Processes Provide effective frameworks to manage the Council's procurement activities.					
	Objectives	Specific Action	Responsibility	Timescales	Quality Improvement aims
2.1	Develop a Council wide procurement approach to management by category of contract or need.	Identify opportunities for benefits realisation. Identify and document targets per category. Identify resource requirement from Services and CPT as appropriate. Develop time line for delivery and assign workload accordingly.	Corporate Procurement Manager	Scoped by April 2017	A clear and focused plan for contracting activities by category
2.2	Standardised, corporate processes and documentation to be implemented across the Council	Consider electronic capability for all regulated procurement activity. Develop resource plan and costings required to meet duties set out in regulations.	Corporate Procurement Manager	By June 2016.	Simplified processes, consistently applied thus reducing effort and risks.
2.3	Upfront demand management challenge process to be enhanced	Document benefits accrued and report on delivery of plan to Services	Corporate Procurement Manager	Throughout 2017	Savings opportunities identified and delivered.
2.4	Corporate wide contract risk register to be further developed and maintained for future use	Explore potential for developing this register as part of the eCM roll out. Consolidate corporate register with Capital Programme monitoring and Performance	Corporate Procurement Manager	July 2017 2016	Reduced risk and less threat of reputational damage.

		team. Contract Risk register is linked to corporate risk management activities and reported appropriately based on category.			
2.5	Benefits tracking methodology to be developed and embedded across the Council	Explore an integrated solution using eCM or eVPM to capture data per contract with the aim of automating all possible steps in these processes.	Corporate Procurement Manager	August 2017	Improved reporting of procurement performance and easier to track progress against savings targets.
2.6	Embed a corporate approach to contract management activities.	Clearly defined contract management lifecycle documented and agreed, with category specific standards set out and communicated. Apply approach to segmented contract portfolio, prioritising highest risk and value contracts in the roll out.	Corporate Procurement Manager	Throughout 2017	Increased savings opportunities secured and post award contract risks reduced.
Expected Outcomes					Monitoring and evaluation
	- Improved evidence of strategic development of contracts - Improved value from contracts - Risk mitigation improved - Securing procurement improvements, through demonstration of benefits				- Tracked benefits reported - Contract Risk register reported - Documented actions to mitigate risk - Documented actions to improve contract performance.
Outcome					Evidence
					- Evidence of benefits realised - Improved PCIP performance

3	Priority: Systems Invest in digital technology to ensure efficiency of our procurement processes and effective knowledge management for our contracts.				
	Objectives	Specific Action	Responsibility	Timescales	Quality Improvement aims
3.1	Review IT systems from a procurement perspective and develop an appropriate action plan for improvement (resourced from Transformation project)	Consolidated landscape of electronic processes delivered by integrating systems and processes where appropriate.	Corporate Procurement Manager	Throughout 2017	Procurement opportunities more easily identified and measured. Increased user satisfaction which will improve compliance rates. Reduced risk by using consistent and automated processes.
	Expected Outcomes		Monitoring and evaluation		
	- Controls of purchasing activities are automated - Purchasing transactions are simplified and efficient - Sourcing activities are recorded electronically - Contract documentation is systems based - Annual Forward Plan accurate and complete with reduced resource		- Percentages of invoices supported by an authorised instruction increased - Percentages of tenders managed electronically increased - Percentage of Contract Register content enabled in eCM & eVPM or appropriate equivalent (Concerto, NEC3 platform). See listed data sets		
	Outcome		Evidence		
	- Improved contract governance and compliance with legislation.4 - Reduced risk - Increased efficiency of processes		PCIP scoring reflects improved standards.		

4	Team Priority: Governance and Reporting Ensure the commercial activities undertaken maximise the benefit to our communities.			
	Objective	Specific Action	Responsibility	Timescales
4.1	Introduce a category management structure for key areas and develop reporting of key commodities at a corporate level	Establish the operating model for this structure, by providing an options appraisal to board. Identify new areas for deployment of a category management approach and make recommendations for improving procurement opportunities for savings through restructuring/resourcing of contracting activities. Reporting is improved through use of systems based data capture to populate clear, visual displays.	Corporate Procurement Manager	Defined by June 2017.
				Reduces fragmentation and risk of duplication Increases levels of expertise used in the category per contract Increase savings Increase efficiency and effectiveness of contract management Prioritisation of opportunities is evidence based
	Expected Outcomes	Monitoring and evaluation		
	Improved oversight and challenge	Percentage of contracts defined via a contract strategy or business case increases		
	Outcome	Evidence		
	Effective, efficient contracts which maximise social value.	Increased social value Delivery of savings Reduced resource requirements		

Appendix 3 - Local and National Context

Local context

- Finance and Resources – Revenue Budget
- Public Service Reform and new legislation
- Demographics and Service Demands
- Complexity of modern public service delivery
- Confidence and Ambition within the organisation
- Community Plan and Single Outcome Agreement 2013-2033
- Corporate Plan 2013-2018
- Building Ambition: Transformation Strategy 2015-2020
- Sustainable Procurement Policy
- Fair Working Practices including Living Wage
- Resourcing procurement

National Context

- Scottish Government Reform Agenda
- Procurement Reform (Scotland) Act and the new Sustainable Procurement Duty
- New procurement and commercial improvement programme (PCIP) replacing the Procurement Capability Assessment
- Changes to EU directives
- Self-Directed Support Bill
- Public Bodies (Joint Working) (Scotland) Act 2014 etc.
- Community Empowerment Act
- Community Planning Partnership and Single Outcome Agreement
- Social Value – Tackling Inequalities – links to Community Benefits
- Accounts Commission Report on Procurement in Councils April 2014
- Equality Act

