



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

Council Building
2 High Street
Perth
PH1 5PH

Wednesday, 18 April 2018

A Meeting of **Perth and Kinross Council** will be held in **the Council Chamber, 2 High Street, Perth, PH1 5PH** on **Wednesday, 25 April 2018 at 14:00**.

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 electronic equipment is in silent mode.

Please note that the meeting will be recorded and will be publicly available on the Council's website following the meeting.

Members:

Provost D Melloy
All Councillors

Perth and Kinross Council

Wednesday, 25 April 2018

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

2 DECLARATIONS OF INTEREST

3 NOTICE OF MOTION IN TERMS OF STANDING ORDER 39

Motion by Councillors Andrew Parrott and Richard Watters

Council notes that the meeting of the Perth & Kinross Integration Board (IJB) on 23 March 2018 the IJB considered a paper by its Chief Officer titled "Review of Residential Care." This summarised 4 options and recommended one of these options to voting members for approval.

Council further notes that on the motion of the IJB Chair a decision was taken to approve the recommended option which would mean the closure of Beechgrove Care Home in Perth.

Council wishes its disapproval at this decision to be noted and therefore requests the Leader of the Council to write to the Chair or the Perth and Kinross Integration Board accordingly.

4 MINUTES OF PREVIOUS MEETINGS

- (i) MINUTE OF SPECIAL MEETING OF PERTH AND KINROSS COUNCIL OF 22 FEBRUARY 2018 FOR APPROVAL AND SIGNATURE** **7 - 38**
(copy herewith)

- (ii) MINUTE OF MEETING OF PERTH AND KINROSS COUNCIL OF 7 MARCH 2018 FOR APPROVAL AND SIGNATURE** **39 - 48**
(copy herewith)

5 MINUTES OF MEETINGS OF COMMITTEES FROM 14 FEBRUARY 2018 TO 3 APRIL 2018
(copy to follow)

- | | | |
|-----------|--|------------------|
| 6 | TREASURY ACTIVITY AND COMPLIANCE REPORT - 2017/18 QUARTER 4
Report by Head of Finance (copy herewith 18/148) | 49 - 68 |
| 7 | REPORT OF A JOINT INSPECTION OF SERVICES FOR CHILDREN AND YOUNG PEOPLE IN PERTH AND KINROSS APRIL 2018
Joint Report by Chief Executive and Executive Director (Education and Children's Services) (copy herewith 18/149) | 69 - 130 |
| | <p>Note: There will be a presentation prior to the consideration of the above item.</p> | |
| 8 | LOCAL SCRUTINY PLAN - 2018/2019
Report by Depute Chief Executive and Chief Operating Officer (copy herewith 18/150) | 131 - 144 |
| 9 | HARBOUR BUSINESS PLAN - PROGRESS REPORT
Report by Depute Chief Executive and Chief Operating Officer (copy herewith 18/151) | 145 - 154 |
| | <p>Note: Appendix 1 to Report 18/151 issued Exempt and not for publication.</p> | |
| 10 | APPOINTMENTS TO COMMITTEES/OUTSIDE BODIES | |
| | <p>(i) The Council is asked to agree that Councillor L Simpson replace Councillor W Wilson as Convener of the Local Review Body from 1 June 2018.</p> | |
| | <p>(ii) The Council is asked to agree that Councillor L Simpson and A Coates replace Councillors W Wilson and C Shiers on the Tayside Contracts Joint Committee.</p> | |
| | <p>(iii) The Council is asked to agree that Councillor L Simpson and A Coates replace Councillors W Wilson and C Shiers on the Tayside Joint Valuations Board.</p> | |
| | <p>(iv) The Council is asked to agreed that Councillor A Forbes replace Councillor C Stewart on the Perthshire Public Arts Trust.</p> | |
| | <p>(v) The Council is asked to appoint a member to Pitlochry Civic Trust.</p> | |
| | <p>(vi) The Council is asked to appoint a member to Pitlochry Festival Theatre.</p> | |
| | <p>(vii) The Council is asked to appoint a replacement for</p> | |

Councillor R McCall on the SEEMis Board of Management.

- (viii) The Council is asked to appoint a replacement for Councillor R McCall on the Tayside Area Support Team for the Children's Hearing System.

11 TIMETABLE OF MEETINGS 2018

Council is asked to agreed that a special meeting of the Council take place on Wednesday 29 August 2018 at 2.00pm to consider the Local Development Plan 2.

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SPECIAL MEETING OF COUNCIL

Minute of special meeting of Perth and Kinross Council held in the Council Chamber, Ground Floor, Council Building, 2 High Street, Perth on Thursday 22 February 2018 at 2.00pm.

Present: Provost D Melloy, Councillors C Ahern, H Anderson, A Bailey, K Baird, B Band, M Barnacle, P Barrett, B Brawn, R Brock, A Coates, H Coates, S Donaldson, D Doogan, E Drysdale, A Forbes, T Gray, D Illingworth, I James, A Jarvis, G Laing, M Lyle, R McCall, S McCole, X McDade, T McEwan, A Parrott, B Pover, C Purves, J Rebbeck, C Reid, W Robertson, F Sarwar, C Shiers, L Simpson, C Stewart, R Watters, M Williamson and W Wilson.

In Attendance: B Malone, Chief Executive; J Fyffe, Senior Depute Chief Executive; J Valentine, Depute Chief Executive and Chief Operating Officer; S Devlin, Executive Director (Education and Children's Services); B Renton, Executive Director (Environment); L Cameron, Interim Director (Housing and Community Safety); R Packham, Chief Officer, Perth and Kinross Health and Social Care Partnership; K McNamara, Head of Community Planning, Strategic Commissioning and Organisational Development; F Robertson, Head of Public Service Reform, Culture and Community Development; S MacKenzie, L Simpson, G Taylor, S Hendry, K Donaldson, A Taylor, A O'Brien, S Walker, C Robertson, C Flynn, K Molley, L Potter and J Salisbury (all Corporate and Democratic Services); W Young, F Crofts, T Flanigan, P Marshall and A Condliffe (all The Environment Service); N Copland, C Mailer, N Sutherland, L Brady, S Coyle and K Fraser (all Housing and Community Safety); D Fraser, Perth and Kinross Health and Social Care Partnership; G Boland, J Cockburn and J Pepper (all Education and Children's Services).

Provost D Melloy, Presiding.

93. TRIBUTE TO COUNCILLOR IAN CAMPBELL

Prior to the commencement of business, Provost Melloy paid tribute to Councillor Ian Campbell who had died earlier in February and expressed condolences to his family. Provost Melloy led Councillors in a minute's silence and paid tribute to his work as a Councillor and Council Leader.

94. WELCOME AND APOLOGIES

Provost Melloy welcomed all those present to the meeting.

95. DECLARATIONS OF INTEREST

In terms of the Councillors' Code of Conduct, the following Councillors declared a non-financial interest in Art. 96 Revenue Budget 2018/19, 2019/20 & 2020/21 – Report No. 2:

PERTH AND KINROSS COUNCIL
SPECIAL MEETING OF COUNCIL
22 FEBRUARY 2018

Councillors X McDade, W Robertson, J Rebbeck, E Drysdale, A Parrott, G Laing, T McEwan, S Donaldson, H Coates, K Baird, C Ahern, A Forbes, C Reid, C Stewart, W Wilson, D Doogan, M Williamson and S McCole.

96. REVENUE BUDGET 2018/19, 2019/20 & 2020/21 – REPORT NO. 2

There was submitted a report by the Head of Finance (18/47) recommending the setting of a Final Revenue Budget for 2018/19 and Provisional Revenue Budgets for 2019/20 and 2020/21. The report also recommended that the Council determined the final Council Tax for 2018/19 and indicative levels of Council Tax for 2019/20 and 2020/21.

Motion (Councillors M Lyle and P Barrett):

The Council agrees:

- 1. To approve the 2018/19 Provisional Revenue Budget of £329,526,000 as set out in Appendix B of Report No. 18/47.**
- 2. To approve the 2019/20 Provisional Revenue Budget of £321,202,000 as set out in Appendix B of Report No. 18/47.**
- 3. To approve the 2020/21 Provisional Revenue Budget of £324,481,000 as set out in Appendix B of Report No. 18/47.**
- 4. To approve a provision for the non-collection of Council Tax of 2% in 2018/19, 2019/20 and 2020/21.**
- 5. To approve the carry forward of £3,188,000 of resources from 2017/18 into 2018/19 under the terms of the Council's Revenue Budget Flexibility Scheme as set out in Appendix C of Report No. 18/47.**
- 6. To approve the application of £2,088,000 to Perth & Kinross Integration Joint Board (subject to confirmation of the 2017/18 year-end position).**
- 7. To approve the contribution to Perth & Kinross Integration Joint Board of £49,115,000 which is included in the 2018/19 Provisional Revenue Budget.**
- 8. To approve the expenditure pressures for 2018/19, 2019/20 and 2020/21 as set out in Appendix D of Report No. 18/47 with the exception of those listed in Appendix (i) of this Revenue Budget Motion.**
- 9. To approve the implementation of the savings options for 2018/19, 2019/20 and 2020/21 as set out in Appendix D of Report No. 18/47 with the exception of those listed in Appendix (ii) of this Revenue Budget Motion.**
- 10. To approve the additional savings proposals for 2018/19, 2019/20 and 2020/21 as listed in Appendix (iii) of this Revenue Budget Motion.**
- 11. To approve the additional expenditure proposals for 2018/19, 2019/20 and 2020/21 as set out in Appendix (iv) of this Revenue Budget Motion.**
- 12. To approve an additional contribution to Reserves of £1,250,000 in 2018/19 to be earmarked for property maintenance in future financial years.**
- 13. To approve an additional contribution from Reserves of £1,968,000 in 2019/20.**
- 14. To approve an additional contribution from Reserves of £401,000 in 2020/21.**

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15. To approve the Final Revenue Budget for 2018/19 of £336,194,000 resulting in a Band D Council Tax of £1,216 in 2018/19 as summarised in Appendix (v) of this Revenue Budget Motion. This represents a 3% increase from the Council Tax Band D figure for 2017/18.
16. To approve the Updated Provisional Revenue Budget for 2019/20 of £330,658,000 resulting in an indicative Band D Council Tax of £1,252 in 2019/20 as summarised in Appendix (vi) of this Revenue Budget Motion. This represents an indicative 3% increase from the Council Tax Band D figure for 2018/19.
17. To approve the Updated Provisional Revenue Budget for 2020/21 of £333,872,000 resulting in an indicative Band D Council Tax of £1,290 in 2020/21 as summarised in Appendix (vii) of this Revenue Budget Motion. This represents an indicative 3% increase from the Council Tax Band D figure for 2019/20.
18. To defer consideration of the Composite Capital Budget until the June 2018 meeting of the Council, subject to further detail on the Tay Cities Deal becoming available.
19. That the additional General Capital Grant of £236,000 is allocated when the Capital Budget is considered by Council in June 2018.

APPENDIX (i)

		Reference Report No. 18/47 Page No.	2018/19 £'000	2019/20 £'000	2020/21 £'000
EXPENDITURE PRESSURES REJECTED					
<u>The Environment Service</u>					
2	Partial rejection of the inflation on Public Transport - Tendered Services - to recognise the significant savings achieved during the recent public transport retendering exercise.	66	5	5	5
3	Rephasing and rejection of Parking Services expenditure - to bring forward and increase the amount of investment in our car parking facilities.	66	(100)	100	(100)
TOTAL EXPENDITURE PRESSURES REJECTED			(95)	105	(95)

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APPENDIX (ii)

		Reference Report No. 18/47 Page No.	2018/19 £'000	2019/20 £'000	2020/21 £'000
SAVINGS REJECTED					
<u>Education & Children's Services</u>					
7	Partial rejection of the Full Cost Recovery for the Instrumental Music Service (including Central Groups and Camps) - to ensure this service remains affordable the annual increase in price will be limited to 20 per cent. Work is ongoing to encourage more children from disadvantaged backgrounds to participate.	47	290	152	(50)
8	Reinstatement of the budget for Devolved School Management - to avoid significant reductions in the budget available for resources and other support in schools.	47	177		
10	Reinstatement of the budget for Parent Councils - to continue to recognise the important role of parent councils in supporting all learners in schools.	48	20		
11	Reinstatement of the budget for Primary Swimming Lessons - to continue to provide the opportunity of learning this important life skill to all children and young people.	49	40	20	
13	Rephasing of the Full Cost Recovery of Kids Clubs - to ensure that the clubs are sustainable in the long-term, price increases will be introduced more gradually.	50	(20)	(20)	40
14	Reinstatement of the budget for Skills for Work - to recognise the importance of apprenticeships and vocational courses and continue providing a wide range of opportunities for our senior pupils.	50		60	
17	Partial reinstatement of the budget for Secondary Teachers - to maintain class sizes of 20 in S1 & S2 English and maths.	53	81	303	148
21	Reinstatement of the budget for School Crossing Patrollers - to maintain SCPs at crossing points across Perth and Kinross whilst alternative approaches are considered.	56		112	67
23	Partial reinstatement of the budget for the Change & Improvement, Research and Performance Team - to maintain sufficient capacity to support national and local priorities in relation to Closing the Poverty Related Attainment Gap and the administration of standardised assessments.	57	33	4	35

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24	Partial reinstatement of the budget for (Non-Education) Senior Management Posts - to ensure there is sufficient capacity to implement and deliver on the Council's Transformation Programme.	58	71	
25	Reinstatement of the budget for Clerical Staff who Support Statutory Functions - to ensure that the necessary support is in place to maintain the high performance of the Council in key areas such as child protection.	59	74	24
26	Partial reinstatement of the budget for School Improvement Senior Management posts within ECS - to continue the work to improve the levels of attainment and achievement across our schools.	59	105	139
27	Reinstatement of the budgets for the Early Years Support Team & Travel Budgets - to ensure that our partner providers in early learning and childcare continue to have access to high quality support.	60	65	39
28	Reinstatement of the budget for Teacher Numbers in Primary Education - to ensure there are sufficient teachers able to meet the needs of all children and young people across all primary schools.	61	197	643
29	Reinstatement of the budget for Teacher Numbers within Inclusion - to provide targeted support to children and young people with additional support needs, particularly at a time when the needs of this group are increasing.	61	29	300
30	Reinstatement of the School Supply Contingency Budget - to ensure that schools can meet the costs of any unplanned overspends in their supply budgets which can arise from staff absence.	62	152	
31	Reinstatement of the budget for Playstart - to allow parents to attend a range of parenting programmes and family learning opportunities, particularly those from disadvantaged backgrounds.	62	138	83
32	Reinstatement of the budget for Educational Psychologists Posts - to allow educational psychologists to continue providing a wide range of services above the basic statutory functions, particularly to vulnerable children and families with additional support needs.	63	118	130
33	Reinstatement of the budget for Parenting and Family Learning - to continue providing support to vulnerable families by providing a wide range of programmes including parenting classes.	64	226	
34	Reinstatement of the budget for Posts and Services Funded from GIRFEC Monies - to fund a number of staff who focus on children and families facing poverty and deprivation and those children requiring protection from harm.	65	128	36
				86

PERTH AND KINROSS COUNCIL
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APPENDIX (ii) (cont.)

		Reference Report No. 18/47 Page No.	2018/19 £'000	2019/20 £'000	2020/21 £'000
SAVINGS REJECTED					
<u>The Environment Service</u>					
5	Adjustment to Non-statutory / Discretionary Charges - Regulatory Services (5%); Pitches & Park Events (0%); Road Network Commercial Charges (5%).	72	(12)	(12)	(12)
6	Rejection and rephasing of increase in charge for Parking Services - increase charges in 2018/19 & 2020/21.	72	(100)	100	(100)
7	Rephasing of the Economic Development income target - to set a higher target for generating income from and sponsorship of council-run events.	73	(25)	(50)	(25)
15	Reinstatement of the budget for Enterprise - Supporting Business Growth - to maintain the current level of spending on support for business growth initiatives such as GrowBiz.	76	40		
20	Reinstatement of the budget for Recycling Centres - to ensure that residents outside Perth have access to local recycling centres.	79	110		
23	Reinstatement of the budget for Recycling Centres - to ensure that residents outside Perth have access to local recycling centres.	81	300		
24	Reinstatement of the budget for Winter Maintenance - to ensure that footways in communities outside Perth continue to be treated at current levels of service.	82	55		
25	Reinstatement of the budget for Public Conveniences .	83	170		
26	Reinstatement of the budget for Grounds Maintenance Service at Peak Summer - to continue providing cover in the summer growing season for key tasks such cutting back overgrowth on rights of way and planting beds.	83	70		
27	Partial reinstatement of the budget for Public Transport .	84	470		
28	Reinstatement of the budget for Winter Maintenance - to maintain the current level of footway treatment and ensure a continued equity of service across the Council area.	84	185		
29	Reinstatement of the budget for Winter Maintenance - to maintain the current level of road network treatment and prevent a reduction in resilience during severe weather.	85		370	

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APPENDIX (ii) (cont.)

		Reference Report No. 18/47 Page No.	2018/19 £'000	2019/20 £'000	2020/21 £'000
SAVINGS REJECTED					
30	Reinstatement of the budget for Community Greenspace Play Areas - to ensure that play areas can remain open and be maintained, so contributing to healthy and active lives for children.	86	25		
31	Reinstatement of the budget for Community Greenspace Planned Maintenance - to maintain the current level of service in our public parks and open spaces for general repair and maintenance of things like benches and fencing.	86	20		
32	Reinstatement of the budget for Roads Maintenance - to maintain a budget for ditch maintenance and thus avoid potential deterioration of the road network and consequent impact on road safety.	87	80		
36	Reinstatement of the budgets for Waste Services and Community Greenspace Workforce To maintain the complement of staff working on the ground with our communities.	89		320	
38	Partial reinstatement of the budget for Business Support - to reduce the impact to customer service levels from reducing Business Support staff.	91	45		
40	Reinstatement of the budget for Street Cleansing - to maintain existing levels of street cleanliness in our communities.	93	210		
41	Partial reinstatement of the budget for Regulation - to support the Council to continue to meet its statutory regulatory obligations, such as public health enquiries.	94	45	100	
42	Reinstatement of the budget for Street Cleansing - to maintain existing levels of street cleanliness in our communities.	95		390	
43	Reinstatement of the budget for Grounds Maintenance - to avoid a risk of the Council not complying with the Environmental Protection Act and maintain the public's enjoyment of our open spaces.	96		260	260
44	Reinstatement of the budget for the Operations Training Team - to continue providing training for frontline Operations staff.	97		90	
3	Partial reinstatement of the budget for Property Maintenance - to prevent the deterioration of publicly owned properties, and, in particular, to ensure that our schools are maintained in good condition.	100	808		

PERTH AND KINROSS COUNCIL
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APPENDIX (ii) (cont.)

		Reference Report No. 18/47 Page No.	2018/19 £'000	2019/20 £'000	2020/21 £'000
SAVINGS REJECTED					
<u>Housing & Community Safety</u>					
7	Partial reinstatement of the budget for the Community Safety and Environment Partnership - to support groups in providing projects with wide community benefits such as Safe Drive Stay Alive and Victim Support.	106	40		
12	Rephrasing of the Review of Revenues & Benefits Team Budgets - to ensure the team can provide support to individuals as the introduction of Universal Credit rolls out across Perth & Kinross.	109		93	(93)
<u>Corporate & Democratic Services</u>					
6	Partial reinstatement of the budget for Workforce Management .	117	20	7	
9	Reinstatement of the budget for PKAVS - to maintain support to PKAVS at the current level in recognition of the valuable work that they do and the significant efforts of their volunteers.	120	15	15	
<u>Culture & Leisure Services</u>					
2	Reinstatement of the budget for Pitlochry Festival Theatre - to continue providing the current levels of financial support in recognition of the significant contribution that Pitlochry Festival Theatre make to the economy in Highland Perthshire.	123	8	23	
3	Reinstatement of the budget for Village Halls - to recognise the important role that village halls play in the lives of our communities.	124	2		
3	Reinstatement of the budget for Birnam Arts - to recognise the vibrancy of the creative community centred on Birnam Arts and to continue supporting their work.	124	1		
4	Partial reinstatement of the budget for the contract fee with Live Active Leisure - to support Live Active Leisure during a transitional phase while efforts are made to create new links with community groups and look at new ways of delivering services.	124	176		
5	Partial reinstatement of the budget for the contract fee with Horsecross Arts Ltd. - to support Horsecross Arts during a transitional phase while alternative governance arrangements are considered.	125	28		

PERTH AND KINROSS COUNCIL
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APPENDIX (ii) (cont.)

	Reference Report No. 18/47 Page No.	2018/19 £'000	2019/20 £'000	2020/21 £'000
SAVINGS REJECTED				
6 Partial reinstatement of the budget for the contract fee with Culture Perth & Kinross - to support Culture Perth & Kinross during a transitional phase while efforts are made to create new links with community groups and look at new ways of delivering services.	126	79		
TOTAL SAVINGS REJECTED		4,235	4,092	1,157

APPENDIX (iii)

	2018/19 £'000	2019/20 £'000	2020/21 £'000
ADDITIONAL SAVINGS PROPOSALS			
Education & Children's Services			
Increase school meals by 5p in 2018/19 & 2020/21 - to provide for a modest increase in the price of school meals.		32	32
The Environment Service			
Further £5 uplift in Garden Waste charges in 2020/21 - to increase the charge to £35 per year to maximise the revenue generated and move towards full cost recovery.			180
Removal of a further Building Standards post - to make further efficiency savings while maintaining the current level of service delivery.		40	
Public Toilets:			
- Pitlochry & Dunkeld (to support the tourist trade) and Blairgowrie (to support the Snow Road) open all year round			
- Remaining 4 public toilets seasonal opening (April to September)			
- Increase charge to 50p			
- Provide comfort schemes			
		150	
Council Wide Efficiency Target (Service Redesign / Procurement / Transformation / Workforce Management) - to deliver further efficiency savings across all Services, on top of those previously identified over the three year period 2018 - 2021.			
			300
TOTAL ADDITIONAL SAVINGS PROPOSALS		182	512

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APPENDIX (iv)

CORPORATE PLAN 2013 - 2018

2018/19 £'000	2019/20 £'000	2020/21 £'000
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Additional Expenditure Proposals

GIVING EVERY CHILD THE BEST START IN LIFE

Closing the Poverty Related Attainment Gap

200

Investment to strengthen access to evidence based interventions to ensure children and young people meet appropriate developmental milestones. (Non-Recurring)

Support for Young Carers - Educational Attainment

50

To support young carers' academic progression in recognition of the fact that their opportunities may be limited in comparison to their peers who do not have carer responsibilities. (Recurring)

Support for Young Carers

50

To provide increased support for young carers in the valuable and under-recognised role they undertake. (Non-Recurring)

DEVELOPING EDUCATED, RESPONSIBLE AND INFORMED CITIZENS

Adult Literacy

35

35

Increase investment to strengthen access to adult literacy services to maximise opportunities for all. (Non-Recurring)

Digital Learning Strategy

250

Investment to support the implementation of the new Digital Learning Strategy. (Non-Recurring)

Advocacy Support

50

50

50

To provide support for a targeted group of young people at key transition points in their life. (Non-Recurring)

Safe Start Clubs

25

To support the establishment of additional volunteer-led after-school and breakfast clubs by providing, for example, grants for equipment such as fridges. (Non-Recurring)

PERTH AND KINROSS COUNCIL
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APPENDIX (iv) (cont.)

CORPORATE PLAN 2013 - 2018

	2018/19 £'000	2019/20 £'000	2020/21 £'000
Modern Apprentices	50		
To recognise the importance of modern apprenticeships in providing valuable career skills and new employees for the Council by enhancing the existing scheme. (Non-Recurring)			
Wider Achievement	25		
To expand the opportunities for children to develop co-operation and leadership skills outside the classroom setting by providing more opportunities to take part in programmes such as Career Ready, Duke of Edinburgh and Youth Leadership. (Non-Recurring)			
Instrumental Music Service - Promoting Access	35	35	35
To expand opportunities for children from more deprived backgrounds to participate in and benefit from music tuition. (Non-Recurring)			
<u>PROMOTING A PROSPEROUS, SUSTAINABLE AND INCLUSIVE ECONOMY</u>			
15 Minute Free Parking Initiative	19		
Continuation of the Free 15 Minute Parking Initiative to include on street parking across all Perth and Kinross. (Recurring)			
Funded by reduced expenditure on the Car Park Trading Account. (Recurring)	(19)		
Enterprising Rural Perthshire Programme	40	40	40
Increased funding for Growbiz to support further expansion into other areas of rural Perthshire to assist with micro business start ups and those becoming self employed. (Non-Recurring)			
Rural Business Expansion Feasibility Support	100	100	
To provide funding for local business expansion, by allowing communities to create or expand communal work spaces to assist small businesses to the take the next step. (Non-Recurring)			
Perthshire & Kinross-shire Events	100		
To allow groups in our rural communities to apply for start-up funding for recurring events that will attract visitors from outside the immediate area. (Non-Recurring)			
Perthshire & Kinross-shire Tourist Routes	50		
To establish "Heart of Scotland" touring routes around Perth and Kinross that link into existing road, cycle and rail routes and promote the historical, cultural and environmental attractions across the area. (Non-Recurring)			

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APPENDIX (iv) (cont.)

CORPORATE PLAN 2013 - 2018

	2018/19 £'000	2019/20 £'000	2020/21 £'000
Small Town Retail Façade	100		
To encourage business in small towns, to ensure that the frontages of their premises are updated, welcoming and say 'We're open for business' to encourage local and visitor spend. (Non-Recurring)			
Town Centre Management	100		
To enhance the economic potential of rural towns by providing a point of contact for local businesses and partnership forums. (Non-Recurring)			
Micro Business Fund		100	
To create a fund to provide microfinance to small businesses for start-up or expansion costs, such as the purchase of equipment or website development. (Non-Recurring)			
<u>SUPPORTING PEOPLE TO LEAD INDEPENDENT, HEALTHY AND ACTIVE LIVES</u>			
Money Advice Funding	100		
Continuation of additional funding for the Money Advice Service (provided by the Citizens Advice Bureau) to meet the significant increase in enquiries from households struggling to meet basic living costs. (Non-Recurring)			
Citizen's Advice Bureau	36	36	36
To secure the provision of services by affording assistance with costs incurred in providing this service such as rent. (Non-Recurring)			
Fairer Futures			
To provide support over three years for the following projects:			
- Minority Ethnic Carers of People Project (Non-Recurring)	22	22	22
- Minority Communities Hub (Non-Recurring)	24	24	24
- Ethnic Minority Law Centre (Non-Recurring)	24	24	24
- Disability Athletics (Non-Recurring)	30	30	30
- Saints Project (Non-Recurring)	60	60	60
Personalised Support for Homelessness	25		
Individual person / emergency budget for homelessness prevention and crisis avoidance. This is an additional preventative measure to avoid unnecessary homeless presentations. (Recurring)			

PERTH AND KINROSS COUNCIL
SPECIAL MEETING OF COUNCIL
22 FEBRUARY 2018

APPENDIX (iv) (cont.)

CORPORATE PLAN 2013 - 2018

	2018/19 £'000	2019/20 £'000	2020/21 £'000
Fairer Futures - Perth Foodbank	20	20	20
Cost of two part time staff and associated administration costs. (Non-Recurring)			
Fairer Futures - A Thriving Third Age	60	60	60
To support the implementation of the Communities First transformation of care provision, expanding the successful model of community support as developed in Stanley. This project has facilitated people to live independently within their own community. (Non-Recurring)			
Community Empowerment - Area Action Partnerships		150	
Continued funding to enable Area Action Partnerships to work with communities in developing community capacity and support community led initiatives. (Non-Recurring)			
Late Night Buses - Blairgowrie / Alyth	4		
To provide a subsidy to continue the provision of the most used late night bus service from the trial initiated in 2017. (Non-Recurring)			
<u>CREATING A SAFE AND SUSTAINABLE PLACE FOR FUTURE GENERATIONS</u>			
Support for Bloom Groups	20	20	
Additional funding to support Bloom Groups to build on the highly successful and visible initiatives that are already enjoyed across Perth & Kinross. (Non-Recurring)			
Road Safety Measures	300	300	
To invest in a range of road safety measures including £150,000 annually for Vehicle-Activated Signs and to provide funds to implement new 20mph limits and zones (Non-Recurring)			
Planning Enforcement & Tree Protection Officers	80		
To provide additional resource to ensure that developers have necessary permission for works and that planning conditions are adhered to. (Recurring)			
Unadopted Roads	50		
To provide a top-up to existing funds to provide financial assistance to residents for the adoption of currently unadopted roads, based on the Council's current policy. (Non-Recurring)			

PERTH AND KINROSS COUNCIL
SPECIAL MEETING OF COUNCIL
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APPENDIX (iv) (cont.)

CORPORATE PLAN 2013 - 2018

	2018/19 £'000	2019/20 £'000	2020/21 £'000
Community Investment Fund	600	600	
To create a fund available for communities in each ward to apply for a share of up to £50,000 annually for projects or works in the ward recommended by community representatives and local elected members. To be earmarked in Reserves and drawn down as required. (Non-Recurring)			
Maintenance of Greenspaces	100	100	
The cost of funding four modern apprenticeships in horticulture, plus a supervisor, equipment and training, for a two-year MA course. (Non-Recurring)			
Footpaths & Cycle Networks	300		
To help fund the development and expansion of rural footpaths and cycle networks. (Non-Recurring)			
War Memorials	5		
To provide money for any necessary repairs to bronze statuary war memorials prior to the 100th anniversary of the Armistice in 2018. (Non-Recurring)			
TOTAL ADDITIONAL EXPENDITURE PROPOSALS	3,120	1,806	401

APPENDIX (v)

2018/19 COUNCIL TAX CALCULATION

	2018/19 £'000	£'000
2018/19 Provisional Revenue Budget		329,526
Adjustments:		
Reject Proposed Expenditure Pressures 2018/19 (Appendix i)	95	
Reject Proposed Savings 2018/19 (Appendix ii)	4,235	
Additional Savings Proposals 2018/19 (Appendix iii)	(182)	
Additional Expenditure Proposals 2018/19 (Appendix iv)	2,520	
		6,668
2017/18 Updated Provisional Revenue Budget		336,194
<u>Funding</u>		
Total Revenue Funding	(244,472)	
Council Tax Second Home / Long Term Empty Properties	(1,300)	
Capital Grants	(1,400)	

PERTH AND KINROSS COUNCIL
SPECIAL MEETING OF COUNCIL
22 FEBRUARY 2018

APPENDIX (v) (cont.)

2018/19 COUNCIL TAX CALCULATION

	2018/19	
	£'000	£'000
Revenue Budget Flexibility - February 2017	(550)	
Revenue Budget Flexibility - February 2018	(3,188)	
Net Contribution from Reserves included in Provisional Budget	(3,134)	
Additional Expenditure Proposals 2018/19 (Appendix iv)	600	
Contribution to Reserves included in this Motion	1,250	
	<hr/>	<hr/>
		(252,194)
 AMOUNT TO BE LEVIED FROM COUNCIL TAX		 84,000
 TAX BASE BAND D EQUIVALENT PROPERTIES (2% Non Collection)		 69,079
 FINAL 2018/19 BAND D COUNCIL TAX		 <hr/> <hr/> £ 1,216
 FINAL INCREASE (2017/18 BAND D COUNCIL TAX £1,181)		 <hr/> <hr/> £ 35
 FINAL PERCENTAGE INCREASE		 <hr/> <hr/> 3.0%

Excluding Water and Waste Water charges determined by Scottish Water.

APPENDIX (vi)

2019/20 COUNCIL TAX CALCULATION

	2019/20	
	£'000	£'000
2019/20 Provisional Revenue Budget		321,202
2018/19 Recurring Proposals		4,303
Adjustments:		
Reject Proposed Expenditure Pressures 2019/20 (Appendix i)	(105)	
Reject Proposed Savings 2019/20 (Appendix ii)	4,092	
Additional Savings Proposal 2019/20 (Appendix iii)	(40)	
Additional Expenditure Proposals 2019/20 (Appendix iv)	1,206	
	<hr/>	<hr/>
		5,153
2019/20 Updated Provisional Revenue Budget		330,658
 <u>Funding</u>		
Total Revenue Funding	(240,277)	
Council Tax Second Home / Long Term Empty Properties	(1,300)	
Capital Grants	(1,400)	

PERTH AND KINROSS COUNCIL
SPECIAL MEETING OF COUNCIL
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APPENDIX (vi) (cont.)

2019/20 COUNCIL TAX CALCULATION

	2019/20	
	£'000	£'000
Net Contribution to Reserves included in Provisional Budget	944	
Additional Expenditure Proposals 2019/20 (Appendix iv)	600	
Contribution from Reserves included in this Motion	(1,968)	
	<hr/>	<hr/>
		(243,401)
 AMOUNT TO BE LEVIED FROM COUNCIL TAX		 87,257
 TAX BASE BAND D EQUIVALENT PROPERTIES (2% Non Collection)		 69,694
 INDICATIVE 2019/20 BAND D COUNCIL TAX		 <hr/> £ 1,252 <hr/>
 INDICATIVE INCREASE (2018/19 FINAL BAND D COUNCIL TAX £1,216)		 <hr/> £ 36 <hr/>
 INDICATIVE PERCENTAGE INCREASE		 <hr/> 3.0% <hr/>

Excluding Water and Waste Water charges determined by Scottish Water.

APPENDIX (vii)

2020/21 COUNCIL TAX CALCULATION

	2020/21	
	£'000	£'000
2020/21 Provisional Revenue Budget		324,481
2019/20 Recurring Proposals		8,250
Adjustments:		
Reject Proposed Expenditure Pressures 2020/21 (Appendix i)	95	
Reject Proposed Savings 2020/21 (Appendix ii)	1,157	
Additional Savings Proposals 2020/21 (Appendix iii)	(512)	
Additional Expenditure Proposals 2020/21 (Appendix iv)	401	
	<hr/>	<hr/>
		1,141
2020/21 Updated Provisional Revenue Budget		333,872

Funding

Total Revenue Funding	(241,421)	
Council Tax Second Home / Long Term Empty Properties	(1,300)	
Capital Grants	(1,400)	
Net Contribution to Reserves included in Provisional Budget	1,284	
Contribution from Reserves included in this Motion	(401)	
	<hr/>	<hr/>
		(243,238)

APPENDIX (vii) (cont.)

PERTH AND KINROSS COUNCIL
SPECIAL MEETING OF COUNCIL
22 FEBRUARY 2018

2020/21 COUNCIL TAX CALCULATION

	2020/21	£'000	£'000
AMOUNT TO BE LEVIED FROM COUNCIL TAX			90,634
TAX BASE BAND D EQUIVALENT PROPERTIES (2% Non Collection)			70,259
INDICATIVE 2020/21 BAND D COUNCIL TAX		<u>£</u>	<u>1,290</u>
INDICATIVE INCREASE (2019/20 FINAL BAND D COUNCIL TAX £1,252)		<u>£</u>	<u>38</u>
INDICATIVE PERCENTAGE INCREASE			<u>3.0%</u>

Excluding Water and Waste Water charges determined by Scottish Water.

Amendment (Councillors D Doogan and F Sarwar):

The Council agrees:

1. To approve the 2018/19 Provisional Revenue Budget of £329,526,000 as set out in Appendix B of Report No. 18/47.
2. To approve the 2019/20 Provisional Revenue Budget of £321,202,000 as set out in Appendix B of Report No. 18/47.
3. To approve the 2020/21 Provisional Revenue Budget of £324,481,000 as set out in Appendix B of Report No. 18/47.
4. To approve a provision for the non-collection of Council Tax of 2% in 2018/19, 2019/20 and 2020/21.
5. To approve the carry forward of £3,188,000 of resources from 2017/18 into 2018/19 under the terms of the Council's Revenue Budget Flexibility Scheme as set out in Appendix C of Report No. 18/47.
6. To approve the application of £2,088,000 to Perth & Kinross Integration Joint Board (subject to confirmation of the 2017/18 year-end position).
7. To approve the contribution to Perth & Kinross Integration Joint Board of £49,115,000 which is included in the 2018/19 Provisional Revenue Budget. This offer is contingent on ring fencing the funding for the options appraisal of care services provided at the Beechgrove Site and Community Mental Health & Wellbeing - see Appendix (iv).
8. To approve the expenditure pressures for 2018/19, 2019/20 and 2020/21 as set out in Appendix D of Report No. 18/47 with the exception of those listed in Appendix (i) of this Revenue Budget Amendment.
9. To approve the implementation of the savings options for 2018/19, 2019/20 and 2020/21 as set out in Appendix D of Report No. 18/47 with the exception of those listed in Appendix (ii) of this Revenue Budget Amendment.
10. To approve the additional savings proposals for 2018/19, 2019/20 and 2020/21 as listed in Appendix (iii) of this Revenue Budget Amendment.
11. To approve the additional expenditure proposals for 2018/19, 2019/20 and 2020/21 as set out in Appendix (iv) of this Revenue Budget Amendment.
12. To approve an additional contribution to Reserves of £2,313,000 in 2018/19, of which £2,000,000 will be applied for Local Roads Repairs in 2019/20.

PERTH AND KINROSS COUNCIL
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13. To approve an additional contribution from Reserves of £1,300,000 in 2019/20.
14. To approve the Final Revenue Budget for 2018/19 of £335,731,000 resulting in a Band D Council Tax of £1,216 in 2018/19 as summarised in Appendix (v) of this Revenue Budget Amendment. This represents a 3% increase from the Council Tax Band D figure for 2017/18.
15. To approve the Updated Provisional Revenue Budget for 2019/20 of £330,590,000 resulting in an indicative Band D Council Tax of £1,252 in 2019/20 as summarised in Appendix (vi) of this Revenue Budget Amendment. This represents an indicative 3% increase from the Council Tax Band D figure for 2018/19.
16. To approve the Updated Provisional Revenue Budget for 2020/21 of £333,471,000 resulting in an indicative Band D Council Tax of £1,290 in 2020/21 as summarised in Appendix (vii) of this Revenue Budget Amendment. This represents an indicative 3% increase from the Council Tax Band D figure for 2019/20.
17. To defer consideration of the Composite Capital Budget until the June 2018 meeting of the Council, subject to further detail on the Tay Cities Deal becoming available.
18. That the additional General Capital Grant of £236,000 is allocated when the Capital Budget is considered by Council in June 2018.

APPENDIX (i)

	Reference Report No. 18/47 Page No.	2018/19 £'000	2019/20 £'000	2020/21 £'000
EXPENDITURE PRESSURES REJECTED				
<u>The Environment Service</u>				
3 Rephasing of the investment in Car Parking Infrastructure	66		100	(100)
<u>Corporate & Democratic Services</u>				
3 Communities	113	24		
TOTAL EXPENDITURE PRESSURES REJECTED		24	100	(100)

APPENDIX (ii)

	Reference Report No. 18/47 Page No.	2018/19 £'000	2019/20 £'000	2020/21 £'000
SAVINGS REJECTED				
<u>Education & Children's Services</u>				
10 Reinstatement of the budget for Parent Councils	48	20		
11 Partial reinstatement of the budget for Primary Swimming Lessons	49	30	20	

APPENDIX (ii) (cont.)

PERTH AND KINROSS COUNCIL
SPECIAL MEETING OF COUNCIL
22 FEBRUARY 2018

		Reference Report No. 18/47 Page No.	2018/19 £'000	2019/20 £'000	2020/21 £'000
SAVINGS REJECTED					
13	Rephasing of the Full Cost Recovery of Kids Clubs	50	(20)	(20)	40
17	Reinstatement of the budget for Teachers in Secondary Schools	53	81	627	348
18	Partial reinstatement of the budget for Breakfast Clubs	54		16	8
19	Partial reinstatement of the budget for the Childcare Strategy Team (training element).	54	25		
21	Reinstatement of the budget for School Crossing Patrollers	56		112	67
22	Reinstatement of the budget for Financial Administration	56		34	
23	Partial reinstatement of the budget for the Change & Improvement, Research and Performance Team	57	33	4	35
24	Partial reinstatement of the budget for (Non-Education) Senior Management Posts	58		71	62
25	Reinstatement of the budget for Clerical Staff who Support Statutory Functions	59		74	24
26	Reinstatement of the budget for School Improvement Senior Management Posts	59	105	139	124
27	Reinstatement of the budget for the Early Years Support Team & Travel Budgets	60		65	39
28	Reinstatement of the budget for Teachers numbers in Primary Education	61	197	643	365
29	Reinstatement of the budget for Teacher Numbers within Inclusion	61	29	300	194
30	Reinstatement of the School Supply Contingency Budget	62	152		
31	Reinstatement of the budget for Playstart	62	138	83	
32	Reinstatement of the budget for Educational Psychologists Posts	63		118	130
33	Reinstatement of the budget for Parenting and Family Learning	64		226	
34	Reinstatement of the budget for Posts and Services Funded from GIRFEC Monies	65	128	36	86
<u>The Environment Service</u>					
4	Rejection of the increased charge for the Domestic Garden Waste Service	71		180	
5	Partial rejection of the increase in Non-Statutory / Discretionary Charges (Pitches & Park Events)	72	2	2	2
6	Rephasing of the increase in charges for Parking Services	72		100	(100)

APPENDIX (ii) (cont.)

PERTH AND KINROSS COUNCIL
SPECIAL MEETING OF COUNCIL
22 FEBRUARY 2018

		Reference Report No. 18/47 Page No.	2018/19 £'000	2019/20 £'000	2020/21 £'000
SAVINGS REJECTED					
12	Reinstatement of the budget for Service Wide Staff Training	75	20		
20	Reinstatement of the budget for Recycling Centres	79	110		
23	Partial reinstatement of the budget for Recycling Centres	81	300		
24	Reinstatement of the budget for Winter Maintenance	82	55		
25	Reinstatement of the budget for Public Conveniences	83	170		
26	Reinstatement of the budget for Grounds Maintenance Service at Peak Summer	83	70		
27	Partial reinstatement of the budget for Public Transport	84	453		
28	Reinstatement of the budget for Winter Maintenance	84	185		
30	Reinstatement of the budget for Community Greenspace Play Areas	86	25		
31	Reinstatement of the budget for Community Greenspace Planned Maintenance	86	20		
32	Reinstatement of the budget for Roads Maintenance	87	80		
36	Reinstatement of the budgets for Waste Services and Community Greenspace Workforce	89		320	
38	Reinstatement of the budget for Business Support	91	45	31	33
39	Partial reinstatement of the budget for Finance & Governance Support	92		24	25
40	Reinstatement of the budget for Street Cleansing	93	210		
41	Rephasing and partial reinstatement of the budget for Regulation	94	90	155	(100)
42	Reinstatement of the budget for Street Cleansing	95		390	
43	Partial reinstatement of the budget for Grounds Maintenance	96		140	260
44	Reinstatement of the budget for the Operations Training Team	97		90	
<u>Housing & Community Safety</u>					
7	Partial reinstatement of the budget for the Community Safety and Environment Partnership	106	30		
12	Reinstatement of the budget for Revenues and Benefits Team Budgets	109		93	

PERTH AND KINROSS COUNCIL
SPECIAL MEETING OF COUNCIL
22 FEBRUARY 2018

APPENDIX (ii) (cont.)

		Reference Report No. 18/47 Page No.	2018/19 £'000	2019/20 £'000	2020/21 £'000
SAVINGS REJECTED					
<u>Corporate & Democratic Services</u>					
4	Reinstatement of the budget for Training	116	10		
6	Partial Reinstatement of the budget for Workforce Management (Member's Services)	117	20	7	
9	Reinstatement of the budget for PKAVS	120	15	15	
<u>Culture & Leisure Services</u>					
2	Reinstatement of the budget for Pitlochry Festival Theatre	123	8	23	
3	Reinstatement of the budget for Village Halls	124	2		
3	Reinstatement of the budget for Birnam Arts	124	1		
4	Reinstatement of the budget for the contract fee with Live Active Leisure	124	176	138	11
5	Reinstatement of the budget for the contract fee with Horsecross Arts Ltd.	125	28	35	3
6	Reinstatement of the budget for the contract fee with Culture Perth & Kinross	126	79	98	8
7	Reinstatement of the budget for the Review of Cultural Trusts	127		70	80
TOTAL SAVINGS REJECTED			3,122	4,459	1,744

APPENDIX (iii)

		2018/19 £'000	2019/20 £'000	2020/21 £'000
ADDITIONAL SAVINGS PROPOSALS				
<u>The Environment Service</u>				
Public Toilets:				
- Closure of Ropemakers Close Public Toilets				
- Increase charge to 50p per visit (for over 14's)				
- 25% reduction in opening hours		140		
Close Inveralmond Recycling Centre			96	
Blairgowrie / Crieff / Kinross / Pitlochry Recycling Centre - move to four day service		68		
Vehicle Replacement Programme (excluding bin lorries) - 25% reduction in purchases resulting in savings on loan charges				
		6	121	222

PERTH AND KINROSS COUNCIL
SPECIAL MEETING OF COUNCIL
22 FEBRUARY 2018

APPENDIX (iii) (cont.)

ADDITIONAL SAVINGS PROPOSALS	2018/19 £'000	2019/20 £'000	2020/21 £'000
Planning Income - increased target from charging	30		
Corporate Communications & Design - Service redesign to deliver 30% savings		117	
<u>Housing & Community Safety</u>			
Community Wardens - 25% reduction in budget	79	80	
Reduction in Revenues & Benefits budgets (excluding Welfare Rights).		93	
TOTAL ADDITIONAL SAVINGS PROPOSALS	323	507	222

APPENDIX (iv)

CORPORATE PLAN 2013 - 2018	2018/19 £'000	2019/20 £'000	2020/21 £'000
<u>Additional Expenditure Proposals</u>			
<u>GIVING EVERY CHILD THE BEST START IN LIFE</u>			
Active Under 10's	50		
Promote and increase participation in physical activity leading to long-lasting health and wellbeing benefits, this investment will broaden opportunities currently provided by Live Active Leisure and our schools. (Non-Recurring)			
Cycle Smart Campaign	15		
Co-ordination of Cycle Smart activities in all primary schools to be provided by Live Active Leisure.(Non-Recurring)			
Adverse Childhood Experience Officers	76		
Funding for two posts to support vulnerable young people to mitigate the effects of adverse childhood experiences and co-ordinate services. (Recurring)			
<u>DEVELOPING EDUCATED, RESPONSIBLE AND INFORMED CITIZENS</u>			
Welfare Rights	68		
Funding for two welfare rights officers to provide additional advice and support to citizens. (Recurring)			

PERTH AND KINROSS COUNCIL
SPECIAL MEETING OF COUNCIL
22 FEBRUARY 2018

APPENDIX (iv) (cont.)

CORPORATE PLAN 2013 - 2018

	2018/19 £'000	2019/20 £'000	2020/21 £'000
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Adult Literacy

35

Increase investment to strengthen access to adult literacy services to maximise opportunities for all. (Non-Recurring)

Instrumental Music Service

239

Maintain levels of subsidy for new participants. (Recurring)

Instrumental Music Service

50

Additional funding to provide bursaries to talented young people to develop their musical skills. (Recurring)

Education & Children's Services Central Training Budget

9

Investment in central training for front line and centrally based staff. (Recurring)

PROMOTING A PROSPEROUS, SUSTAINABLE AND INCLUSIVE ECONOMY

15 Minute Free Parking Initiative

19

Continuation of the existing Free 15 Minute Parking Initiative. (Non-Recurring)

Funded by reduced expenditure on the Car Park Trading Account. (Non-Recurring) (19)

Residential Car Parking Permit Trial

50

Acceleration of residential car parking permit trial in the Gannochy area of Perth City to combat the parking issues around Murray Royal Hospital. (Non-Recurring)

Enterprising Rural Perthshire Programme

20

Continuation of funding for Growbiz to support further expansion into other areas of rural Perthshire to assist with micro business start ups and those becoming self employed. (Non-Recurring)

Pitlochry Outdoor Wi-Fi

25

Additional investment to provide free outdoor Wi-Fi in Pitlochry. (Non-Recurring)

PH2O Project

25

Funding to complete, within 12 months, a detailed options appraisal for PH2O, to accelerate delivery of this strategic project. (Non-Recurring)

APPENDIX (iv) (cont.)

PERTH AND KINROSS COUNCIL
SPECIAL MEETING OF COUNCIL
22 FEBRUARY 2018

CORPORATE PLAN 2013 - 2018

2018/19	2019/20	2020/21
£'000	£'000	£'000

SUPPORTING PEOPLE TO LEAD INDEPENDENT, HEALTHY AND ACTIVE LIVES

Money Advice Funding	100
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Continuation of additional funding for the Money Advice Service (provided by the Citizens Advice Bureau) to meet the significant increase in enquiries from households struggling to meet basic living costs. (Non-Recurring)

Digital Inclusion Project	44
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Following the successful pilot, continued funding of training opportunities for vulnerable people to access services on digital platforms to support them in their daily lives . (Non-Recurring)

Community Empowerment - Area Action Partnerships	110
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Continued funding to enable Area Action Partnerships to work with communities in developing community capacity and support community led initiatives. (Non-Recurring)

Atholl Leisure Centre	35
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Additional investment to improve the facilities provided at the Atholl Leisure Centre in Pitlochry. (Non-Recurring)

Late Night Buses	69
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Funding to provide late night bus services on specified routes on Fridays and Saturdays to enhance rural connectivity and expand the wider economy. (Non-Recurring)

Demand Responsive Transport	15
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Investment to establish a demand responsive transport (DRT) scheme serving communities around Loch Tay and integrate with the existing Stirling DRT to Killin. (Non-Recurring)

Minority Ethnic Carers of People Project	22
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(Non-Recurring)

Minority Communities Hub	24
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(Non-Recurring)

Ethnic Minority Law Centre	20
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(Non-Recurring)

APPENDIX (iv) (cont.)

PERTH AND KINROSS COUNCIL
SPECIAL MEETING OF COUNCIL
22 FEBRUARY 2018

CORPORATE PLAN 2013 - 2018	2018/19 £'000	2019/20 £'000	2020/21 £'000
Disability Athletics (Non-Recurring)	30		
Saints Project (Non-Recurring)	60		
Strathmore Cycle Network To support, in planning terms, the development of the Strathmore Cycle Network linking Alyth, Blairgowrie and Coupar Angus. (Non-Recurring)	30		
Tayside Crescent Playpark Additional funding towards the refurbishment of Tayside Crescent playpark in Aberfeldy. (Non-Recurring)	35		
Uplift in Funding to Live Active Leisure Consistent with the increase in Scottish Government to the Council, a 0.4% cash increase in funding to Live Active Leisure. (Recurring)	19		
Uplift in Funding to Horsecross Arts Ltd. Consistent with the increase in Scottish Government to the Council, a 0.4% cash increase in funding to Horsecross Arts Ltd. (Recurring)	5		
Uplift in Funding to Culture Perth & Kinross Consistent with the increase in Scottish Government to the Council, a 0.4% cash increase in funding to Culture Perth & Kinross. (Recurring)	13		
Uplift in Funding to PKAVS Consistent with the increase in Scottish Government to the Council, a 0.4% cash increase in funding to PKAVS. (Recurring)	3		
Options Appraisal of Care Services Provided at the Beechgrove Site Funding to complete, within 12 months, a comprehensive options appraisal of all care services provided from the Beechgrove Residential Care Home site in Perth. The funding offer to the IJB is contingent on these resources being ring-fenced for this purpose. (Non-Recurring)	50		

PERTH AND KINROSS COUNCIL
SPECIAL MEETING OF COUNCIL
22 FEBRUARY 2018

APPENDIX (iv) (cont.)

CORPORATE PLAN 2013 - 2018

	2018/19 £'000	2019/20 £'000	2020/21 £'000
Community Mental Health & Wellbeing	100		
Additional capacity to relieve the administrative burden of the service on social work professionals. The funding offer to the IJB is contingent on these resources being ring-fenced for this purpose. (Recurring)			
Support for Young Women	30		
Funding to provide free sanitary protection in all secondary schools (Recurring)			
Perth Foodbank	5		
Financial support to Perth & Kinross Foodbank to assist with running costs. (Recurring)			

CREATING A SAFE AND SUSTAINABLE PLACE FOR FUTURE GENERATIONS

Investment in Local Roads	1,000	2,000	100
Further £5 million additional funding for local roads repairs funded from, Revenue Budget headroom, earmarked Reserves and borrowing. (Non-Recurring)			
Road Safety Measures	300		
In addition to the £1.831 million in last year's budget a further allocation to deliver road safety measures around our schools. (Non-Recurring)			
Aberfeldy Road Safety Group	15		
Additional funding to support the work of the Aberfeldy Road Safety Group. (Non-Recurring)			
Community Capacity in Winter Maintenance	75		
Additional investment in equipment and infrastructure to support our communities to maintain safer pavements during the winter season . (Non-Recurring)			
Maintenance of Green Spaces	100	100	
Continued funding for the additional squad to enhance the maintenance of public green spaces creating further youth training and employment opportunities. (Non-Recurring)			

PERTH AND KINROSS COUNCIL
SPECIAL MEETING OF COUNCIL
22 FEBRUARY 2018

APPENDIX (iv) (cont.)

CORPORATE PLAN 2013 - 2018

	2018/19 £'000	2019/20 £'000	2020/21 £'000
Support for Bloom Groups	20		
Continued additional funding to support Bloom Groups to build on the highly successful and visible initiatives that are already enjoyed across Perth & Kinross. (Non-Recurring)			
Tulloch Community Centre Endowment Fund	25		
Pilot project for community asset transfer of Tulloch Community Centre, with a view to rolling this out across the entire community hall estate. (Non-Recurring)			
Braco Village Hall	20		
Funding for essential works (toilets and wider improvements) at Braco Village Hall. (Non-Recurring)			
Pitlochry Festival Theatre	25		
Creative Learning and Outreach Project. (Non-Recurring)			
Perthshire Women's Aid	30		
Additional grant funding to Perthshire Women's Aid to provide enhanced support services across rural Perth & Kinross. (Non-Recurring)			
Tourism in Loch Leven and Kinross-shire	50		
Additional investment in a feasibility study plus assistance with planning and fundraising for an enhanced tourism offer at Loch Leven and Kinross-shire. (Non-Recurring)			
Marketing Campaign for Bio-Degradable Dog Waste Bags	10		
Initial investment to educate and encourage the maximum use of biodegradable dog waste bags across Perth & Kinross. (Non-Recurring)			
Safer Routes to Schools	100		
Enhance maintenance of pedestrian routes around our schools. (Non-Recurring)			
Charity Forward Coupar Angus	40		
Initial funding to be matched by community fund raising to secure the retail community hub facility. (Non-Recurring)			
Community Warden in Highland Perthshire	20		
Further support to the Highland Perthshire Community to sustain their community warden service. (Non-Recurring)			

PERTH AND KINROSS COUNCIL
SPECIAL MEETING OF COUNCIL
22 FEBRUARY 2018

APPENDIX (iv) (cont.)

CORPORATE PLAN 2013 - 2018

	2018/19 £'000	2019/20 £'000	2020/21 £'000
Pitlochry Pavilion	25		
Investment to attract match funding for the renovation of Pitlochry Pavilion. (Non-Recurring)			
Establishment of an Income Generation Officer	80	(50)	(20)
Investment to allow the establishment of an Income Generation Officer to generate new and recurring income streams to the Council in areas such as energy generation and advertising space. Income targets will be established by 2019/20 with a view to generating a surplus by 2021/22 (Recurring)			
Civic Services	14		
Additional capacity in Civic Services. (Recurring)			
TOTAL ADDITIONAL EXPENDITURE PROPOSALS	3,430	2,050	80

APPENDIX (v)

2018/19 COUNCIL TAX CALCULATION

	2018/19 £'000	£'000
2018/19 Provisional Revenue Budget		329,526
Adjustments:		
Reject Proposed Expenditure Pressures 2018/19 (Appendix i)	(24)	
Reject Proposed Savings 2018/19 (Appendix ii)	3,122	
Additional Savings Proposals 2018/19 (Appendix iii)	(323)	
Additional Expenditure Proposals 2018/19 (Appendix iv)	3,430	
		6,205
2017/18 Updated Provisional Revenue Budget		335,731
<u>Funding</u>		
Total Revenue Funding	(244,472)	
Council Tax Second Home / Long Term Empty Properties	(1,300)	
Capital Grants	(1,400)	
Revenue Budget Flexibility - February 2017	(550)	
Revenue Budget Flexibility - February 2018	(3,188)	
Net Contribution from Reserves included in Provisional Budget	(3,134)	
Contribution to Reserves included in this Amendment	2,313	
		(251,731)

PERTH AND KINROSS COUNCIL
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APPENDIX (v) (cont.)

2018/19 COUNCIL TAX CALCULATION

	2018/19
	£'000 £'000
AMOUNT TO BE LEVIED FROM COUNCIL TAX	84,000
TAX BASE BAND D EQUIVALENT PROPERTIES (2% Non Collection)	69,079
FINAL 2018/19 BAND D COUNCIL TAX	<u>£ 1,216</u>
FINAL INCREASE (2017/18 BAND D COUNCIL TAX £1,181)	<u>£ 35</u>
FINAL PERCENTAGE INCREASE	<u>3.0%</u>

Excluding Water and Waste Water charges determined by Scottish Water.

APPENDIX (vi)

2019/20 COUNCIL TAX CALCULATION

	2019/20
	£'000 £'000
2019/20 Provisional Revenue Budget	321,202
2018/19 Recurring Proposals	3,486
Adjustments:	
Reject Proposed Expenditure Pressures 2019/20 (Appendix i)	(100)
Reject Proposed Savings 2019/20 (Appendix ii)	4,459
Additional Savings Proposals 2019/20 (Appendix iii)	(507)
Additional Expenditure Proposals 2019/20 (Appendix iv)	<u>2,050</u>
	<u>5,902</u>
2019/20 Updated Provisional Revenue Budget	330,590
<u>Funding</u>	
Total Revenue Funding	(240,277)
Council Tax Second Home / Long Term Empty Properties	(1,300)
Capital Grants	(1,400)
Net Contribution to Reserves included in Provisional Budget	944
Contribution from Reserves included in this Amendment	<u>(1,300)</u>
	<u>(243,333)</u>
AMOUNT TO BE LEVIED FROM COUNCIL TAX	87,257
TAX BASE BAND D EQUIVALENT PROPERTIES (2% Non Collection)	69,694

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APPENDIX (vi) (cont.)

2019/20 COUNCIL TAX CALCULATION

	2019/20	
	£'000	£'000
INDICATIVE 2019/20 BAND D COUNCIL TAX		£ 1,252
INDICATIVE INCREASE (2018/19 FINAL BAND D COUNCIL TAX £1,216)		£ 36
INDICATIVE PERCENTAGE INCREASE		3.0%

Excluding Water and Waste Water charges determined by Scottish Water.

APPENDIX (vii)

2020/21 COUNCIL TAX CALCULATION

	2020/21	
	£'000	£'000
2020/21 Provisional Revenue Budget		324,481
2019/20 Recurring Proposals		7,288
Adjustments:		
Reject Proposed Pressures 2020/21 (Appendix i)	100	
Reject Proposed Savings 2020/21 (Appendix ii)	1,744	
Additional Savings Proposal 2020/21 (Appendix iii)	(222)	
Additional Expenditure Proposals 2020/21 (Appendix iv)	80	
		1,702
2020/21 Updated Provisional Revenue Budget		333,471
<u>Funding</u>		
Total Revenue Funding	(241,421)	
Council Tax Second Home / Long Term Empty Properties	(1,300)	
Capital Grants	(1,400)	
Net Contribution to Reserves included in Provisional Budget	1,284	
		(242,837)
AMOUNT TO BE LEVIED FROM COUNCIL TAX		90,634
TAX BASE BAND D EQUIVALENT PROPERTIES (2% Non Collection)		70,259
INDICATIVE 2020/21 BAND D COUNCIL TAX		£ 1,290
INDICATIVE INCREASE (2019/20 FINAL BAND D COUNCIL TAX £1,252)		£ 38
INDICATIVE PERCENTAGE INCREASE		3.0%

Excluding Water and Waste Water charges determined by Scottish Water.

THEREAFTER, THE MEETING WAS ADJOURNED FOR 50 MINUTES,
RECOMMENCING AT 3.55PM.

PERTH AND KINROSS COUNCIL
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In accordance with Standing Order 44, a roll call vote was taken.

15 members voted for the Amendment as follows:

Councillors H Anderson, B Band, S Donaldson, D Doogan, E Drysdale, T Gray, G Laing, S McCole, T McEwan, A Parrott, B Pover, J Rebbeck, F Sarwar, R Watters and M Williamson.

24 members voted for the Motion as follows:

Councillors C Ahern, A Bailey, K Baird, M Barnacle, P Barrett, B Brawn, R Brock, A Coates, H Coates, A Forbes, D Illingworth, I James, A Jarvis, M Lyle, R McCall, X McDade, Provost Melloy, C Purves, C Reid, W Robertson, C Shiers, L Simpson, C Stewart and W Wilson.

Resolved:

In accordance with the Motion.

97. RESERVES STRATEGY

There was submitted a report by the Head of Finance (18/48) recommending a strategy for managing the Council's General Fund Reserves (with the exception of the Housing Revenue Account balance) in the context of setting the Council's Final Revenue Budget for 2018/19 and Provisional Revenue Budgets for 2019/20 and 2020/21.

Resolved:

- (i) The proposals to earmark General Fund Reserves, as set out in Section 2 of Report 18/48, be approved.
- (ii) The proposed approach to managing uncommitted General Fund Reserves, as set out in Section 3 of Report 18/48, be approved.
- (iii) The proposed approaches to managing the Capital Receipts Reserve; Renewal and Repair Fund; Insurance Fund, Capital Fund and Capital Grants Unapplied Reserve, as set out in Sections 4 to 8 of Report 18/48, be approved.

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## COUNCIL MEETING

Minute of meeting of Perth and Kinross Council held in the Council Chamber, Ground Floor, Council Building, 2 High Street, Perth on Wednesday 7 March 2018 at 1.00pm.

Present: Provost D Melloy, Councillors C Ahern, H Anderson, A Bailey, K Baird, B Band, M Barnacle, P Barrett, B Brawn, R Brock, A Coates, H Coates, S Donaldson, D Doogan, E Drysdale, A Forbes, T Gray, D Illingworth, I James, A Jarvis, G Laing, M Lyle, R McCall, S McCole, X McDade (up to and including Art. 119), T McEwan, A Parrott, J Rebbeck, C Reid, W Robertson, F Sarwar, C Shiers, L Simpson, C Stewart, R Watters, M Williamson and W Wilson.

In Attendance: B Malone, Chief Executive; J Fyffe, Senior Depute Chief Executive; J Valentine, Depute Chief Executive and Chief Operating Officer; S Devlin, Executive Director (Education and Children's Services); B Renton, Executive Director (Environment); L Cameron, Interim Director (Housing and Community Safety); K McNamara, Head of Community Planning, Strategic Commissioning and Organisational Development; F Robertson, Head of Public Service Reform, Culture and Community Development; G Taylor, S Hendry, S MacKenzie, K Donaldson, S Flanigan, C Judge, C Flynn and L Simpson (all Corporate and Democratic Services); S Crawford, N Brian and J Fyfe (all The Environment Service.)

Apologies for Absence: Councillors B Pover and C Purves.

Provost D Melloy, Presiding.

### 108. WELCOME AND APOLOGIES

Provost Melloy welcomed all those present to the meeting and apologies were submitted and noted as above.

### 109. DECLARATIONS OF INTEREST

In terms of the Councillors' Code of Conduct, Councillors A Parrott, K Baird, C Ahern and R Watters declared a non-financial interest in Art. 117 on the agenda.

### 110. MINUTES OF PREVIOUS MEETINGS

#### (i) Minute of the special meeting of Perth and Kinross Council of 22 November 2017

The minute of the special meeting of Perth and Kinross Council of 22 November 2017 (Arts. 687-689) was submitted, approved as a correct record and authorised for signature.

PERTH AND KINROSS COUNCIL  
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**(ii) Minute of meeting of Perth and Kinross Council of 20 December 2017**

The minute of meeting of Perth and Kinross Council of 20 December 2017 (Arts. 727-743) was submitted, approved as a correct record and authorised for signature.

**111. MINUTES OF MEETINGS OF COMMITTEES FROM 22 NOVEMBER 2017 TO 7 FEBRUARY 2018**

The decisions recorded in Arts. 690-726/17 and 1-77, copies of which had been circulated to all members of the Council, were submitted and noted/approved as necessary, with the following amendments noted:

- With reference to Article 26 of the Minute of the Housing and Communities Committee of 24 January 2018, Valedictories, the first sentence to be removed.
- With reference to Article 77 of the Minute of the Scrutiny Committee of 7 February 2018, the date should read 12 December 2017.

**112. COMMUNITY PLANNING PARTNERSHIP UPDATE**

There was submitted a report by the Senior Depute Chief Executive (18/65) providing an update on the activities of the Community Planning Partnership since the last update to Council on 20 December 2017.

**Resolved:**

The progress made in relation to Community Planning, and meeting requirements under the Community Empowerment (Scotland) Act 2015, be noted.

**113. TREASURY ACTIVITY AND COMPLIANCE REPORT – 2017/18 QUARTER 3**

There was submitted a report by the Head of Finance (18/66) (1) providing a summary of Loans Fund transactions for the quarter ending 31 December 2017; and (2) reporting on compliance with the Council's Treasury Management Policy Statement; Treasury Management Practices; the Investment Strategy and the Prudential Indicators for the same period.

**Resolved:**

The contents of Report 18/66, submitted in accordance with the Council's Treasury Management Practices, be noted.

**114. TREASURY & INVESTMENT STRATEGY AND PRUDENTIAL INDICATORS 2018/19 – 2022/23**

There was submitted a report by the Head of Finance (18/67) detailing (1) the Council's proposed Treasury Strategy and activities for 2018/19 to 2022/23; and (2) the Investment & Property Strategy for 2018/19.



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**Resolved:**

- (i) The five year Treasury Strategy for 2018/19 to 2022/2, as set out in Report 18/67 and submitted in accordance with the Council's approved Treasury Management Practices, be approved.
- (ii) The Permitted Investments and Investment Strategy for 2018/19, as outlined in Sections 5 and 6 and detailed in Appendix III and IV to Report 18/67, including expanding the Permitted Investments of the Council to include further negotiable instruments such as Bonds and Floating Rate Notes, be approved.
- (iii) Consideration of the implementation of the revised Prudential Code and Code of Practice for Treasury Management be deferred to the Council meeting on 20 June 2018, as outlined in Section 8 of Report 18/67.
- (iv) The current approved Prudential Indicators for 2017/18 to 2022/23 continue to apply until the Council meeting on 20 June 2018 when a new Capital Budget will be set, as outlined in Section 9 of Report 18/67.

**115. PERTH AND KINROSS COUNCIL CORPORATE PLAN 2018-2022**

There was submitted a report by the Depute Chief Executive and Chief Operating Officer (18/68) (1) presenting the new Corporate Plan 2018-2022 for Perth and Kinross Council; and (2) setting out the Council's vision for the area and the type of organisation needed to fulfil that vision.

**Resolved:**

The new Corporate Plan 2018-2022, as detailed in Appendix 1 to Report 18/68, be approved.

**116. CORPORATE WORKFORCE PLAN 2018-2021**

There was submitted a report by the Chief Executive (18/69) (1) presenting the Council's Corporate Workforce Plan for the period 2018-2021 and (2) identifying the key workforce planning challenges facing the Council over that period.

**Resolved:**

The Corporate Workforce Plan 2018-2021, as detailed in Appendix 1 to Report 18/69, be approved.

**117. TRANSFORMING THE CULTURAL OFFER OF PERTH AND KINROSS:  
UPDATE ON CITY HALL**

There was submitted a report by the Depute Chief Executive and Chief Operating Officer (18/70) updating on progress with the City Hall project following the Council's decision in August 2017 to approve the appointment of Mecanoo by HubCo East Scotland as project architects. It was noted that in relation to Sections 1.1 and 2.6 of the report, the confirmed total City Hall project budget was £20M with £2.8M allocated for the project works.

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F Robertson, Head of Public Service Reform, Culture and Community Development, provided members with a slide based presentation on the contents of the report and answered a number of questions.

**Resolved:**

- (i) The progress with the City Hall project since the last update to Council in August 2017 be noted.
- (ii) The governance role of the Programme Board in overseeing the project delivery, as set out in Report 18/70, be noted.

**118. REVIEW OF STANDING ORDERS AND SCHEME OF ADMINISTRATION**

There was submitted a report by the Chief Executive (18/71) making recommendations on revisions to the Council's Standing Orders and Scheme of Administration following the review of political decision-making structures agreed by the Council on 20 December 2017.

Motion (Councillors M Lyle and P Barrett):

- (i) The revised Standing Orders, attached as Appendix 1 to Report 18/71, be approved with effect from 7 March 2018.
- (ii) The revised Scheme of Administration, attached as Appendix 2 to Report 18/71, be approved with effect from 7 March 2018, with the exception of the provisions relating to the Executive Director (Housing & Environment) service which will be effective from 1 April 2018.

**Amendment (Councillors A Bailey and X McDade):**

- (i) **The revised Standing Orders, attached as Appendix 1 to Report 18/71, be approved with effect from 7 March 2018, subject to Standing Order 34 being revised to state that formal notices of motion submitted in accordance with Standing Orders 39 and 40 would be considered prior to the substantive business before the Council.**
- (ii) **The revised Scheme of Administration, attached as Appendix 2 to Report 18/71, be approved with effect from 7 March 2018, with the exception of the provisions relating to the Executive Director (Housing & Environment) service which will be effective from 1 April 2018.**  
In accordance with Standing Order 44, a roll call vote was taken.

18 members voted for the Motion as follows:

Councillors C Ahern, K Baird, P Barrett, B Brawn, A Coates, H Coates, A Forbes, D Illingworth, I James, A Jarvis, M Lyle, R McCall, Provost Melloy, C Reid, W Robertson, L Simpson, C Stewart and W Wilson.

19 members voted for the Amendment as follows:

Councillors H Anderson, A Bailey, B Band, M Barnacle, R Brock, S Donaldson, D Doogan, E Drysdale, T Gray, G Laing, S McCole, X McDade,

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T McEwan, A Parrott, J Rebbeck, F Sarwar, C Shiers, R Watters and M Williamson.

**Resolved:**

In accordance with the Amendment.

**119. REVIEW OF THE SCHEME OF ESTABLISHMENT FOR COMMUNITY COUNCILS IN PERTH AND KINROSS**

There was submitted a report by the Head of Democratic Services (18/72) (1) seeking authority to undertake a review of the Scheme of Establishment of Community Councils in Perth and Kinross; and (2) setting out proposals on the context, process and timescale for the review.

**Resolved:**

- (i) The Head of Democratic Services be authorised to undertake a review of the Scheme of Establishment for Community Councils in Perth and Kinross.
- (ii) The consultation processes, as outlined in paragraphs 2.1 to 2.4 of Report 18/72, and the timescales for reporting back to Council, be noted.

**120. ELECTORAL REFORM IN SCOTLAND – PUBLIC CONSULTATION**

There was submitted a report by the Depute Chief Executive and Chief Operating Officer (18/73) proposing a response to the questions in the Scottish Government's consultation paper on electoral reform published in December 2017.

**Resolved:**

The consultation paper be noted, but that it be for each political party and individual to respond to the Scottish Government thereon.

**121. APPOINTMENTS TO COMMITTEES/PARTNER ORGANISATIONS/ OUTSIDE BODIES/WORKING GROUPS**

**Resolved:**

**(i) Appointments**

Strategic Policy and Resources Committee

- (i) Councillor M Lyle be appointed Convener of the Strategic Policy and Resources Committee.
- (ii) Councillor C Stewart be appointed as Vice-Convener of the Strategic Policy and Resources Committee.
- (iii) Councillor A Forbes be appointed to the Strategic Policy and Resources Committee.
- (iv) Councillor C Stewart be appointed to the Property Sub-Committee of the Strategic Policy and Resources Committee.
- (v) Councillor C Stewart be appointed to the Executive Sub-Committee of the Strategic Policy and Resources Committee.

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COUNCIL MEETING  
7 MARCH 2018

Audit Committee

- (vi) Councillor K Baird replace Councillor H Coates on the Audit Committee.

Environment and Infrastructure Committee

- (vii) Councillor A Forbes replace Councillor C Stewart as Convener of the Environment and Infrastructure Committee.
- (viii) Councillors K Baird and R McCall replace Councillors C Stewart and M Lyle on the Environment and Infrastructure Committee. Councillor M Barnacle to remain as the single Vice-Convener of the Committee.

Housing and Communities Committee

- (ix) Councillor B Brawn replace Councillor H Coates as Vice-Convener of the Housing and Communities Committee.
- (x) Councillor C Shiers replace Councillor K Baird on the Housing and Communities Committee.

Lifelong Learning Committee

- (xi) Councillor C Purves replace Councillor R McCall as Vice-Convener of the Lifelong Learning Committee.
- (xii) Councillor C Reid replace Councillor R McCall on the Lifelong Learning Committee.
- (xiii) Councillor J Rebbeck replace Councillor F Sarwar on the Joint Negotiating Committee for Teaching Staff.

Planning and Development Management Committee

- (xiv) Councillor R McCall replace Councillor M Lyle as Convener of the Planning and Development Management Committee.
- (xv) Councillor H Coates replace Councillor M Lyle on the Planning and Development Management Committee.

Modernising Governance Member/Officer Working Group

- (xvi) Councillor C Stewart be appointed to the Modernising Governance Member/Officer Working Group.

Perth and Kinross Community Planning Partnership Board

- (xvii) Councillor M Lyle be appointed to the Perth and Kinross Community Planning Partnership Board.

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Community Planning Economy and Lifelong Learning Outcome  
Delivery Group

- (xviii) Councillor J Rebbeck replace Councillor F Sarwar on the Community Planning Economy and Lifelong Learning Outcome Delivery Group.

Children, Young People and Families Partnership

- (xix) Councillor J Rebbeck replace Councillor F Sarwar on the Children, Young People and Families Partnership.

Perth and Kinross Integration Joint Board

- (xx) Councillor C Stewart replace Councillor C Reid on the Perth and Kinross Integration Joint Board and as Vice-Convener with effect from 1 May 2018.

NHS Tayside

- (xxi) Councillor C Stewart replace Councillor C Reid as nominee on NHS Tayside with effect from 1 May 2018.

Perth and Kinross Licensing Board

- (xxii) Councillor R McCall be appointed to the Perth and Kinross Licensing Board.

Developing the Cultural Offer Programme Board

- (xxiii) Councillor M Lyle be appointed to the Developing the Cultural Offer Programme Board.

Perth Theatre Redevelopment Project Board

- (xxiv) Councillor M Lyle be appointed to the Perth Theatre Redevelopment Project Board.

Tay Cities Region Joint Committee

- (xxv) Councillor M Lyle be appointed to the Tay Cities Region Joint Committee.

Perth City Development Board

- (xxvi) Councillor M Lyle be appointed to the Perth City Development Board.

PERTH AND KINROSS COUNCIL  
COUNCIL MEETING  
7 MARCH 2018

COSLA Convention

(xxvii) Councillor C Stewart be appointed to the COSLA Convention.

Scotland Excel Joint Committee

(xxviii) Councillor C Stewart be appointed to the Scotland Excel Joint Committee.

TAYplan Joint Committee

(xxix) Councillor R McCall replace Councillor M Lyle on the TAYplan Joint Committee.

(ii) **Councillor Colin Stewart – Payment of Senior Councillor's Allowance**

The Council was asked to agree that consequent to the above appointments, Councillor C Stewart continue to receive a Senior Councillor's Allowance, but at a reduced level of £19,834.

Councillor Doogan sought clarification on the justification for the continuation of the payment of a Senior Councillor's Allowance to Councillor Stewart and proposed an amendment, seconded by Councillor Laing, that the payment should not be continued.

THE MEETING WAS ADJOURNED FOR 5 MINUTES, RECOMMENCING AT 3.15PM.

Provost Melloy advised that this item had been withdrawn from the agenda.

**122. TIMETABLE OF MEETINGS 2018**

**Resolved:**

- (i) The meeting of the Environment and Infrastructure Committee, scheduled to be held on Wednesday 28 March 2018 take place on Wednesday 21 March 2018 at 10.00am.
- (ii) The meeting of the Housing and Communities Committee, scheduled to be held on Wednesday 21 March 2018 take place on Wednesday 28 March 2018 at 10.00am.
- (iii) It be noted that there was now no requirement to move the meeting of the Environment and Infrastructure Committee scheduled to be held on 23 May 2018.

PERTH AND KINROSS COUNCIL  
COUNCIL MEETING  
7 MARCH 2018

**123. APPOINTMENTS SUB-COMMITTEE OF THE STRATEGIC POLICY AND RESOURCES COMMITTEE**

**Resolved :**

Following the announcement that the Chief Executive would be retiring in early July 2018, Councillors M Lyle, P Barrett, C Shiers, D Doogan and G Laing be appointed to the Appointments Sub-Committee.

**124. VALEDICTORIES**

**(i) Joy Somerville, Committee Officer, Democratic Services**

Provost Melloy referred to the retiral of Joy Somerville, Committee Officer within Democratic Services at the end of March 2018.

Joy first started in the role with Perth and Kinross Council in 2001 and worked with a number of different elected members and senior officers throughout this period and had supported many different committees, partnerships and decision making bodies.

Provost and members passed on their best wishes to Joy for her retirement.

**(ii) John Fyffe, Senior Depute Chief Executive**

Provost Melloy referred to the retirement of John Fyffe, Senior Depute Chief Executive at the end of March 2018.

John had held a number of different teaching positions with Perth and Kinross Council between 1982 and 2007. He had been an Executive Director for over 9 years in services covering Education and Children's Services and Housing and Community Safety, and had more recently been both Depute Chief Executive (Equality, Community Planning and Public Service Reform) and then Senior Depute Chief Executive.

Provost Melloy and members thanked John for his commitment and professionalism in his various roles with the Council and passed on their wishes for a long and happy retirement.

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PERTH AND KINROSS COUNCIL

25 April 2018

**TREASURY ACTIVITY AND COMPLIANCE REPORT
– 2017/18 QUARTER 4**

Report by the Head of Finance

PURPOSE OF REPORT

The purpose of this report is to provide a summary of Loans Fund transactions for the quarter ending 31st March 2018 and to report on compliance with the Council's Treasury Management Policy Statement (TMPS); Treasury Management Practices (TMPs); the Investment Strategy and the Prudential indicators for the same period.

1. BACKGROUND / MAIN ISSUES

- 1.1 Treasury Management Practice 6 (TMP 6 - Reporting Requirements & Management Information Arrangements) requires that Loans Fund borrowing and lending activities are reported quarterly to the Council. This report covers the fourth quarter of the financial year for the period from 1 January to 31 March 2018. TMP 6 also requires that compliance with the approved TMPs, Treasury Policies and Investment Strategy are reported quarterly and this report also covers compliance for the period. The Prudential Indicators are also monitored throughout the year and reported as part of the quarterly Treasury Activity and Compliance report.

2. ECONOMIC BACKGROUND

- 2.1 The Bank of England Monetary Policy Committee (MPC) made no change to the Bank Rate at 0.50% or the quantitative easing (QE) programme of £435bn over the quarter. This was despite inflation forecasts remaining at 3% in the short term, reflecting recent higher oil prices and the effects of increased import prices due to sterling's past depreciation. The MPC also forecast that the economy is unlikely to reach historical growth levels for several years. However, they now expect future increases in the Bank Rate to be at a faster pace than they had previously anticipated.
- 2.2 The rate of inflation (Consumer Price Index) reduced to 2.7% in February 2018, from 3.0% in January 2018. Prices of transportation, recreation and culture services, and food reduced. During the quarter, the unemployment rate decreased to 4.3% for the three months to the end of January from 4.4% in the previous three months. Whilst wage growth grew by 2.6% in January, up from 2.5% in the previous month, this still remained below the rate of inflation. Market commentary suggests that pressure on household income may be reducing with the increase in wage growth and reduction in inflation. Gross Domestic Product (GDP) economic growth in the UK was 0.4% for the quarter to December 2017 which was less than the forecast of 0.5%. This was

due to slower growth in the production industries. Household spending grew by 1.8% over the last year, which was the slowest annual rate since 2012, and was attributed to increased consumer prices.

- 2.3 Internationally, Eurozone GDP growth remained at 0.6% in the quarter to December 2017. This was due to increased exports, fixed investment and household consumption. Inflation decreased to 1.3% in January 2018, and was attributed to lower food and energy costs. In addition, the EU unemployment rate for the whole economic area fell to 7.1% in February 2018, from 7.3% in January 2018.
- 2.4 In the US, the Federal Fund Interest Rate increased (between 1.50% and 1.75%) in March 2018, in line with expectations. Policymakers advised that gains in employment, household spending, and business fixed investment has strengthened the economic outlook. The US unemployment rate remained at 4.1% in February 2018, whilst the economy grew by 2.9% on an annual basis to December 2017, which was less than the 3.2% in the previous period. However, such economic conditions are expected to result in further gradual increases in the Federal Funds interest rate this year.
- 2.5 The Public Works Loan Board's (PWLB) Standard fixed interest rates, which are based on yields on UK gilts, are shown in the graph at Appendix I. The rates increased steadily over the quarter, however they did fluctuate giving rise to the opportunity to undertake a debt restructuring exercise and new long term PWLB borrowing.

3. TREASURY ACTIVITY

- 3.1 A summary of the Council's treasury position and transactions is shown at Appendix II. The main activities are detailed below.
- 3.2 There were two new fixed rate PWLB maturity loans borrowed in the quarter. The loans were borrowed when UK gilt yields fell to around recent low levels, and are required to fund ongoing expenditure on the Capital Programme. Consequently, on the 5th March 2018, £12M was borrowed for a period of 50 years at a rate of 2.40%. A further loan of £10M was undertaken on the 26th March 2018 for a period of 50 years at a rate of 2.28%.
- 3.3 There was also an opportunity to undertake a debt restructuring exercise during the quarter. Two individual loans totalling £6.210m at an average rate of 4.05% were repaid on the 5th February 2018. These were replaced by a single fixed rate loan for £6.1m for 50 years at 2.45% on 8th February 2018. After allowing for redemption premiums, this will generate an estimated saving of £1.7M (£922,000 at Net Present Value) during the life time of the replacement loan and with an average of £35,000 being saved per annum over the next 5 years. There was also the repayment of an instalment of £28,445 on the interest free Salix loan, which was originally borrowed to support investment in energy efficient street lighting.

- 3.4 The Council's total long-term debt increased from £332 million to £354 million over the quarter, whilst the average interest rate on the debt fell from 3.42% to 3.32%. This reduction in the average interest rate equates to savings in interest of £346,000 per annum.
- 3.5 There were 5 short term market loans borrowed in the quarter. The average amount was £4.2 million, for an average period of 30 days and at an average rate of 0.38%. These were required to cover the cashflow requirements prior to the drawing down of long term funds. There was no short term market borrowing outstanding at 31 March 2018.
- 3.6 Common Good and Charitable Funds held on fixed deposit within the Loans Fund remained at £2.2M, whilst the average interest rate paid on these funds remained at 0.51%. Funds held from associated bodies and organisations increased over the quarter from £2.3M to £2.5M, in line with their own cash flow requirements. The average rate paid on these funds increased to 0.17%.
- 3.7 Short term cashflow surpluses were invested in fixed investments, whilst instant access, notice accounts and money market funds were used for short-term liquidity. The average period for fixed term investments made in the quarter was 135 days, showing a decrease from the previous quarter's average period of 291 days. The levels of deposits were slightly higher than the previous quarter, but as most were with other local authorities they were for shorter terms. The average rate achieved in the quarter for fixed investments remained at 0.77%, the same as the previous quarter.
- 3.8 Most of the investment transactions in the quarter were through the Council's instant access, notice deposit accounts and money market funds, in line with short term daily cashflow liquidity requirements. The level of such investments increased to an average of £5M in the quarter from £2.9M in the last quarter, reflecting the Council's cashflow requirements over the quarter. The average interest rate achieved on these accounts over the quarter increased from 0.35% to 0.44%, reflecting the impact of the Base Rate increase in November over the whole quarter. All of the above investment activities are consistent with the Council's current investment strategy and cashflow requirements.
- 3.9 The total amount of investments outstanding decreased over the quarter, closing at £37.6M compared with £40.3M at the end of the last quarter. This decrease can mainly be attributed to the Council's ongoing expenditure on the Capital programme. The overall average rate of interest earned on the investments outstanding at the end of the quarter increased to 0.73% from 0.60% in the previous quarter.

4. COMPLIANCE

- 4.1 For the quarter ending 31 March 2018, there were no breaches in compliance with the Council's approved Treasury Management Policy Statement, Treasury Management Practices (TMPs) or lending limits as detailed in TMP4 (Approved Instruments, Methods & Techniques).

- 4.2 TMP4 requires that a working list of specific approved counterparties (including lending limits) is maintained by the Head of Finance and continuously reviewed and updated for any movements in credit ratings, Credit Default Swap (CDS) prices and other factors including press coverage of emerging issues. The Council's Treasury advisor's (Link Asset Services), suggested maximum lending period for each counterparty is also included within the Council's approved lending policy. Appendix III shows the list of approved counterparties, based on the current lending policy, as at March 2018.
- 4.3 A further requirement of TMP4 is to measure cashflow performance, which is expressed as the average closing cleared bank balance for the period. For the quarter ending 31 March 2018 the average closing cleared bank balance was £11,794.99 in credit. This is within the set target range of £50,000 (debit or credit).

5. INVESTMENT STRATEGY COMPLIANCE AND PERFORMANCE

- 5.1 The Treasury Investment Strategy for 2017/18 approved by the Council at its meeting on 22 February 2017 (Report No. 17/81 refers) seeks to ensure security over principal sums invested, whilst obtaining optimum returns consistent with this approach. Therefore, the only Permitted Investments are in low risk organisations. The limits for each Permitted Investment and individual counterparty ensure a spread of investments, thereby also spreading any risk. The Council needs to ensure sufficient liquidity at all times to meet its obligations as they fall due and consequently investments must be made in accordance with cashflow requirements. The approved Strategy was based on the assumption that the level of investments would increase in the first half of the year, however, they were not expected to exceed £70,000,000 unless new borrowing was undertaken early in the year.
- 5.2 Following the £22M of new PWLB borrowing in the quarter, the level of investments peaked at £62.6M on 17 January 2018. By 31 March 2018, the level of investments had decreased to £37.6M. The average daily investment balance over the quarter was £48.2M, which has decreased from the average of £49.4M in the previous quarter, and also decreased from £59M in the same quarter of last year. These movements reflect the increase in the Council's expenditure in the current year, particularly within the capital programme, despite the new borrowing undertaken over the year.
- 5.3 The Investment Strategy was applied in full over the quarter with no breaches in compliance with treasury limits, whilst liquidity was maintained by the extensive use of instant access accounts, notice accounts and money market funds as detailed in Section 3 above.
- 5.4 There were no other risks identified, nor borrowing in advance of need undertaken, in the quarter.

- 5.5 The Investment Strategy also incorporates investments held by the Common Good Funds. All such investments during the quarter were in line with the approved Strategy. The only Council funds held by external fund managers relate to Council administered Charitable Trusts and which are, therefore, not covered by this Investment Strategy.
- 5.6 The Annual Property Investment Strategy for 2017/18 was also approved by the Council at its meeting on the 22 February 2017 (Report No. 17/81 refers) and has been complied with in full, with no breaches in compliance with Permitted Investment limits.
- 5.7 The budgeted income for 2017/18 for Commercial Property investments is £1,738,593, whilst the latest projection for 2017/18 is that actual income will be in line with the budget.
- 5.8 There were neither additional risks identified nor new property investments entered into during the quarter. The Strategy action plan for the rationalisation of the commercial property portfolio remains on programme.

6. PRUDENTIAL INDICATORS

- 6.1 The Council approved its Prudential Indicators for 2017/18 to 2022/23 within the Treasury & Investment Strategy at its meeting on 22 February 2017 (report 17/81 refers). These indicators were based on the approved Composite Capital Budget and the Housing Investment Programme.
- 6.2 The latest estimates of the Prudential Indicators are shown at Appendix IV. The indicator for Financing Costs continues to increase each year in line with the Council's approved Capital Budget. Capital Expenditure and Financing (borrowing) Requirements are also based on the approved Budget.
- 6.3 All Indicators remain within their current and projected estimates and limits, and accordingly all Prudential Limits were complied with throughout the period. Overall, the Council's plans remain affordable, prudent and sustainable over the medium term.

7. CONCLUSION AND RECOMMENDATIONS

- 7.1 UK GDP grew by 0.4% in the quarter to December 2017, whilst CPI inflation reduced to 2.7% in February 2018. Unemployment levels decreased to 4.3%, whilst average earnings still remained below inflation. The Bank of England made no change the bank rate over the quarter.
- 7.2 Activities during the quarter included a PWLB debt restructuring exercise, a scheduled repayment of the interest free Salix Loan, new long-term PWLB borrowing and short term borrowing. Investment of short term surplus cashflows consisted of some fixed investments, whilst instant access, notice accounts and money market funds were used to meet short term liquidity requirements. The level of investments decreased over the quarter in line with expectations, despite the new long term borrowing undertaken in the quarter.

- 7.3 The Council adhered to its Investment Strategy and policies throughout the quarter, with no breaches in compliance.
- 7.4 It is recommended that the Council notes the content of this report, which is submitted in accordance with the Council's approved Treasury Management Practices.

Author(s)

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

Approved

Name	Designation	Date
Stewart MacKenzie	Head of Finance	12 April 2018
Jim Valentine	Depute Chief Executive and Chief Operating Officer	

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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	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 The Chief Executive, and the Council's Treasury advisors, Link Asset Services, 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

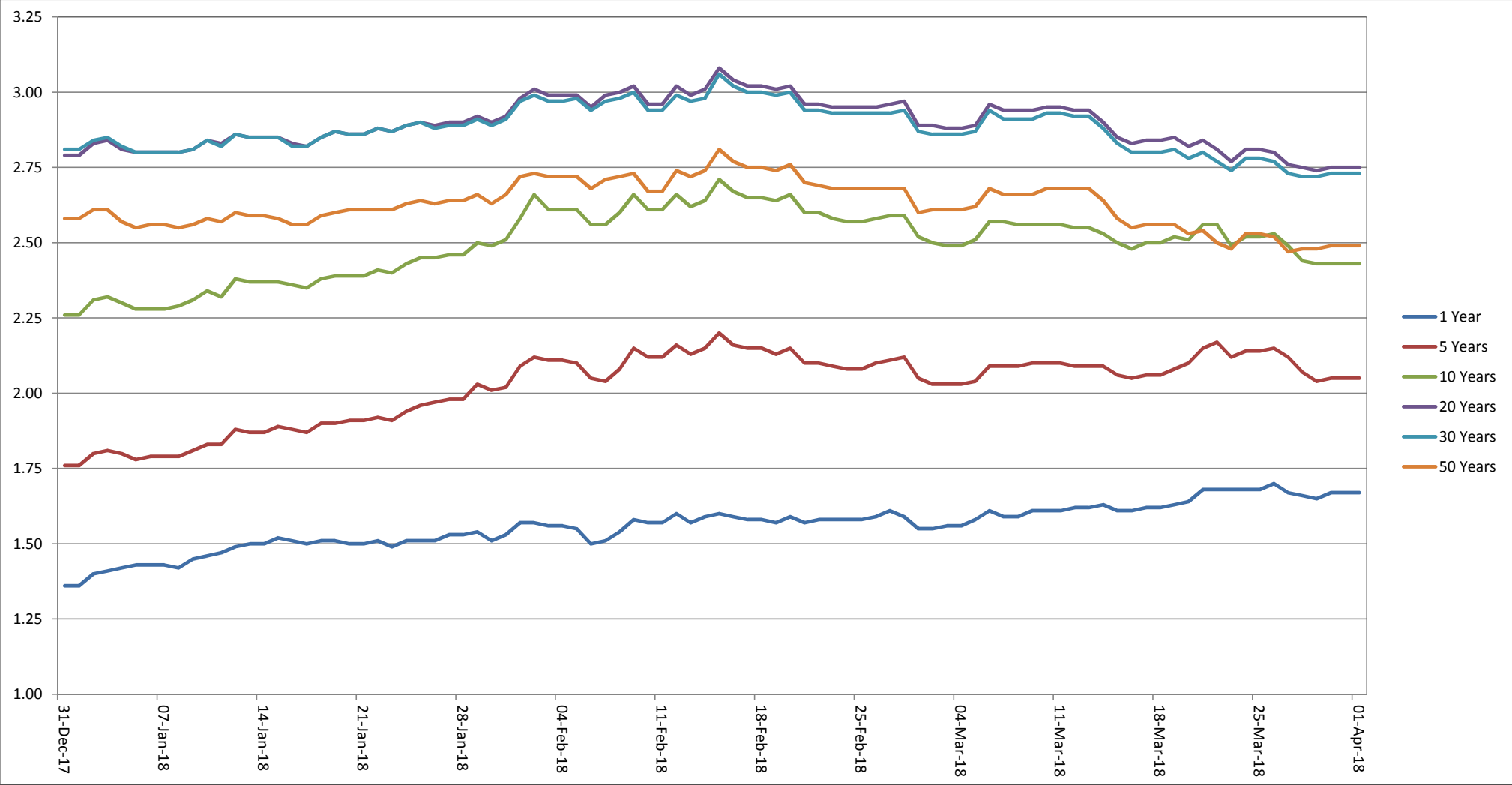
Appendix I – PWLB Fixed Maturity Interest Rates from 1 January to 31 March 2018.

Appendix II – Summary of the Treasury Position and Transactions from 1 January to 31 March 2018.

Appendix III – Approved Investment Counterparty List.

Appendix IV – Monitoring of Prudential Indicators – Quarter-ending 31 March 2018.

**PWLB Fixed Maturity Interest Rates
From 1st January to 31st March 2018**



**SUMMARY OF THE TREASURY POSITION AND TRANSACTIONS
FROM 1 JANUARY TO 31 MARCH 2018**

APPENDIX II

1 LONG TERM BORROWING

(a) Long Term Borrowing 1st January to 31st March 2018

	<u>No.</u>	<u>Average Rate (%)</u>	<u>Average Life (years)</u>	<u>Amount (£)</u>
PWLB - Maturity Loans	2	2.35%	50.0	22,000,000
PWLB - Maturity, Debt Rescheduling	1	2.45%	50.0	6,100,000
	<u>3</u>	<u>2.37%</u>	<u>50.0</u>	<u>28,100,000</u>

(b) Long Term Debt Repayments 1st January to 31st March 2018

	<u>No.</u>	<u>Average Rate (%)</u>	<u>Amount (£)</u>
PWLB - Debt Rescheduling Repayment	2	4.05%	6,209,677
Salix Finance Ltd -Scheduled Repayments	1	0.00%	28,445
	<u>3</u>	<u>4.03%</u>	<u>6,238,122</u>

(c) Long Term Debt Outstanding

	<u>Outstanding 31-Dec-17 £</u>	<u>Average Rate</u>	<u>Outstanding 31-Mar-18 £</u>	<u>Average Rate</u>
Public Works Loan Board	288,109,677	3.25%	310,000,000	3.15%
Money Market Loans (LOBO's)	43,200,000	4.59%	43,200,000	4.59%
Other Long Term Debt	520,669	0.00%	492,224	0.00%
TOTAL	<u>331,830,346</u>	<u>3.42%</u>	<u>353,692,224</u>	<u>3.32%</u>

2 SHORT TERM BORROWING

(a) Short Term Market Borrowing - 1st January to 31st March 2018

	<u>No.</u>	<u>Average Amount (£)</u>	<u>Average Rate (%)</u>	<u>Average Term (Days)</u>	<u>Interest (£)</u>
Other Local Authorities	5	4,200,000	0.38%	30	6,317.26
	<u>5</u>	<u>4,200,000</u>	<u>0.38%</u>	<u>30</u>	<u>6,317.26</u>

(b) Short Term Borrowing Outstanding

	<u>Outstanding 31-Dec-17 £</u>	<u>Average Rate</u>	<u>Outstanding 31-Mar-18 £</u>	<u>Average Rate</u>
Market Borrowing	11,000,000	0.30%	0	0.00%
Common Good and Charitable Funds	2,235,841	0.51%	2,235,841	0.51%
Local Trusts & Investors	2,325,564	0.10%	2,533,064	0.17%
TOTAL	<u>15,561,405</u>	<u>0.30%</u>	<u>4,768,905</u>	<u>0.33%</u>

**SUMMARY OF THE TREASURY POSITION AND TRANSACTIONS
FROM 1 JANUARY TO 31 MARCH 2018**

APPENDIX II

3 INVESTMENTS

(a) Investment Transactions - 1st January to 31st March 2018

<u>Fixed Deposits & Investments</u>	<u>No.</u>	<u>Average Amount (£)</u>	<u>Average Rate (%)</u>	<u>Average Term (Days)</u>	<u>Total Interest (£)</u>
Banks	2	4,000,000	0.71%	181	28,265.75
Other Local Authorities	4	3,250,000	0.81%	106	30,750.68
	<u>6</u>	<u>3,500,000</u>	<u>0.77%</u>	<u>135</u>	<u>59,016.44</u>

<u>Instant/Notice Accounts & Money Market Funds</u>	<u>Average Amount (£)</u>	<u>Average Rate (%)</u>	<u>Total Interest (£)</u>
Instant Access/Notice accounts	1,686,285	0.43%	19,453.45
Money Market Funds	7,018,579	0.44%	10,748.35
	<u>4,997,186</u>	<u>0.44%</u>	<u>30,201.80</u>

(b) Investments Outstanding

	<u>Outstanding 31-Dec-17 £</u>	<u>Average Rate</u>	<u>Outstanding 31-Mar-18 £</u>	<u>Average Rate</u>
Banks	35,317,520	0.63%	24,585,692	0.69%
Foreign Banks and Institutions	3,000,000	0.31%	0	0.00%
Money Market Funds	0	0.00%	0	0.00%
Other Local Authorities	2,000,000	0.45%	13,000,000	0.81%
TOTAL	<u>40,317,520</u>	<u>0.60%</u>	<u>37,585,692</u>	<u>0.73%</u>

APPROVED INVESTMENT COUNTERPARTY LIST

	<u>Country</u>	<u>Fitch Credit Rating</u>	<u>CDS Range</u>	<u>Maximum Lending</u>	<u>Note (2)</u>
Category 1 - Principal UK Clearing Banks - max £20M per Counterparty					
(Minimum rating required Fitch A, F1)					
Barclays Bank plc	UK	A, F1	In range	6 months	
Close Brothers	UK	A, F1	No data	6 months	
Goldman Sachs International Bank	UK	A, F1	In range	6 months	
HSBC Bank plc	UK	AA-, F1+	In range	12 months	
Lloyds Banking Group plc (incl Bank Of Scotland)	UK	A+, F1	In range	12 months	£30million Group limit
Royal Bank of Scotland plc (inc Nat West) (3) (4)	UK	BBB+, F2	Nationalised	12 months	Sovereign Rating AA
Santander UK plc (inc Cater Allen)	UK	A, F1	No data	6 months	
Standard Chartered Bank	UK	A+, F1	In range	6 months	
Sumitomo Mitsui Banking Corporation Europe	UK	A, F1	In range	6 months	

Category 2 - Foreign Banks & Institutions - max £10M per Counterparty

(Minimum rating required Fitch A, F1)

Australia and New Zealand Banking Group Ltd	Aus	AA-, F1+	In range	12 months	
Commonwealth Bank of Australia	Aus	AA-, F1+	In range	12 months	
Macquarie Bank Ltd	Aus	A, F1	No data	6 months	
National Australia Bank Ltd	Aus	AA-, F1+	In range	12 months	
Westpac Banking Corporation	Aus	AA-, F1+	In range	12 months	
BNP Paribas Fortis Bank	Belgium	A+, F1	No data	1 month	Sovereign Rating AA-
KBC Bank	Belgium	A, F1	No data	1 month	Sovereign Rating AA-
Bank of Montreal	Can	AA-, F1+	No data	12 months	
Bank of Nova Scotia	Can	AA-, F1+	No data	12 months	
Canadian Imperial Bank of Commerce	Can	AA-, F1+	No data	12 months	
National Bank of Canada	Can	A+, F1	No data	6 months	
Royal Bank of Canada	Can	AA, F1+	No data	12 months	
Toronto Dominion Bank	Can	AA-, F1+	No data	12 months	
Danske Bank	Denmark	A, F1	In range	6 months	
BNP Paribas	France	A+, F1	In range	1 month	Sovereign Rating AA
Credit Agricole Corporate and Investment Bank	France	A+, F1	In range	1 month	Sovereign Rating AA
Credit Agricole SA	France	A+, F1	In range	1 month	Sovereign Rating AA
Credit Industriel et Commercial	France	A+, F1	No data	1 month	Sovereign Rating AA
Societe Generale	France	A, F1	In range	1 month	Sovereign Rating AA
DZ Bank AG	Germany	AA-, F1+	No data	12 months	
Landesbank Hessen-Thueringen Girozentral (Helaba)	Germany	A+, F1+	In range	12 months	
Landwirtschaftliche Rentenbank	Germany	AAA, F1+	No data	24 months	
NRW Bank	Germany	AAA, F1+	No data	24 months	
ABN AMRO Bank	Netherlands	A+, F1	No data	6 months	
Bank Nederlandse Gemeenten	Netherlands	AA+, F1+	No data	24 months	
Cooperative Rabobank	Netherlands	AA-, F1+	In range	12 Months	
ING Bank	Netherlands	A+, F1	In range	12 Months	
Nederlandse Waterchapsbank NV (1)	Netherlands	AAA, A-1+	No data	24 Months	
DBS Bank Limited	Singapore	AA-, F1+	No data	12 months	
Oversea Chinese Banking Corp Ltd	Singapore	AA-, F1+	No data	12 months	
United Overseas Bank Ltd	Singapore	AA-, F1+	No data	12 months	
Nordea Bank AB	Sweden	AA-, F1+	No data	12 months	
Skandinaviska Enskilda Banken AB	Sweden	AA-, F1+	No data	12 months	
Svenska Handelsbanken AB	Sweden	AA, F1+	No data	12 months	
Swedbank AB	Sweden	AA-, F1+	No data	12 months	
Credit Suisse	Switzerland	A, F1	In range	6 months	
UBS AG	Switzerland	AA-, F1+	In range	12 months	
Bank of America, NA	USA	A+, F1	No data	12 months	
Bank of New York Mellon	USA	AA, F1+	In range	24 months	
Citibank, NA	USA	A+, F1	In range	12 months	
JP Morgan Chase Bank, NA	USA	AA-, F1+	No data	12 months	
Wells Fargo Bank, NA	USA	AA-, F1+	In range	12 months	

Category 3 - Subsidiary Banks & Building Societies - max £5M per Counterparty

(Minimum rating required Fitch A, F1)

(parent bank shown in brackets)

Subsidiary Banks

Cater Allen plc (unconditionally guaranteed by Santander UK plc)	UK	A, F1	In range	6 months
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Building Societies

Coventry Building Society	UK	A, F1	No data	6 months
Nationwide Building Society	UK	A+, F1	No data	6 months

APPROVED INVESTMENT COUNTERPARTY LIST

<u>Country</u>	<u>Fitch Credit Rating</u>	<u>CDS Range</u>	<u>Maximum Lending</u>	<u>Note (2)</u>
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Category 4 - Other Local Authorities - max £10M per Counterparty

As arranged

Category 5 Money Market Funds - max £10M per Counterparty

(Minimum rating required Fitch AAA)

Aberdeen Asset Management	UK	AAA
Federated Sterling Liquidity Fund (Class 3)	UK	AAA
Insight Sterling Liquidity Fund (Class 5)	UK	AAA
Standard Life Investments Liquidity Fund (formerly Ignis)	UK	AAA
Deutsche Bank Sterling Fund	UK	AAA
BNP Paribas	UK	AAA

Note:

- (1) - Standard & Poor's credit ratings shown, as no Fitch credit rating available
- (2) - All Sovereign credit ratings for above Countries are AAA, unless stated otherwise.
- (3) - Banks are part/majority owned by the UK government
- (4) - UK Sovereign Rating is AA (Fitch and Standard & Poor's)

Last Updated: 09-Apr-18

ANALYSIS OF PRUDENTIAL INDICATORS
- Quarter Ending 31 March 2018

APPENDIX IV

1 Financing Costs: Net Revenue Stream

The ratio of Capital Financing Costs (Loan Charges) to the Council's net revenue stream shall not exceed the following limits, which are based on historic levels, and allow some headroom for movement in interest rates. The estimated Financing Costs below are based on the latest monitoring figures

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Prudential Limit - General Fund	18.00%	18.00%	18.00%	18.00%	18.00%	18.00%
Estimated Ratio of Financing Costs to Revenue	9.37%	9.87%	10.39%	10.84%	11.50%	11.87%
Prudential Limit - HRA	30.00%	30.00%	30.00%	30.00%	30.00%	30.00%
Estimated Ratio of Financing Costs to Revenue	23.37%	25.47%	24.82%	23.54%	23.53%	23.56%

2 Incremental Council Tax/Housing Rent from proposed capital and revenue plans

Estimated incremental Council Tax and Housing Rent resulting from the totality of the Council's capital and revenue plans are as follows:

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	£	£	£	£	£	£
Council Tax (Band D equivalent annual increase)	0.00	0.00	0.00	0.00	0.00	0.00
Housing Rent (average weekly increase)	0.00	0.66	0.67	0.69	0.70	0.72

Note: There are no significant variations beyond the 6 year period to be taken into account.

3 Net Borrowing and Capital Financing Requirements

For prudence, net external borrowing must not exceed the total capital financing requirement, thus ensuring that over the medium term, borrowing is only undertaken for capital purposes. The estimated total net borrowing and Capital Financing Requirement at the end of each of the years are as follows:

	Actual as at 31-Mar-18	Projected 31-Mar-18	Projected 31-Mar-19	Projected 31-Mar-20	Projected 31-Mar-21	Projected 31-Mar-22	Projected 31-Mar-23
Net External Borrowing*	434,573,000	434,573,000	462,295,000	482,989,000	528,322,000	580,383,000	618,553,000
Gross External Borrowing*	472,159,000	472,159,000	487,295,000	502,989,000	548,322,000	600,383,000	638,553,000
Capital Financing Requirement	514,797,000	514,797,000	551,409,000	574,875,000	622,609,000	680,363,000	728,633,000

*For the purpose of this indicator, Borrowing includes the outstanding liability under PPP/PFI contracts.

ANALYSIS OF PRUDENTIAL INDICATORS
- Quarter Ending 31 March 2018

APPENDIX IV

4 Estimates of Capital Expenditure

The total estimated Capital Expenditure contained within the Council's Budgets for each year is as follows, based on updated monitoring figures.

Composite Programme	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Current estimate	92,144,000	73,100,000	62,725,000	98,746,000	105,804,000	69,291,000
Original Budget Estimate	90,903,000	80,537,000	100,139,000	97,837,000	90,102,000	43,771,000
Movement in Estimated Capital Expenditure	1,241,000	(7,437,000)	(37,414,000)	909,000	15,702,000	25,520,000

The Original Budget Estimates are those per the 2016/17 Strategic Policy & Resources Capital Monitoring Report No.4 on 19th April 2017.

The latest estimates for Capital Expenditure are based on 2017/18 SP&R Monitoring Report No.4 on 18th April 2018.

PPP Programme	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Original Budget and Current Estimate	0	0	0	0	0	0

HRA Programme	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Current estimate	24,006,000	13,930,000	8,320,000	9,632,000	9,389,000	28,677,000
Original Budget Estimate	20,309,000	11,732,000	10,523,000	10,530,000	25,478,000	11,500,000
Movement in Estimated Capital Expenditure	3,697,000	2,198,000	(2,203,000)	(898,000)	(16,089,000)	17,177,000

The Original Budget Estimates are those per the 2016/17 Strategic Policy & Resources Capital Monitoring Report No.4 on 19th April 2017.

The latest estimates for Capital Expenditure are based on 2017/18 SP&R Monitoring Report No.4 on 18th April 2018.

5 Estimate of Capital Financing Requirement

The estimate (as at March 2018) of the Capital Financing Requirement (ie new borrowing requirement for Capital Expenditure) for each year based on these plans is as follows:

Composite Programme	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Current Estimated Capital Financing Requirement	58,256,000	46,919,000	40,889,000	65,313,000	77,105,000	49,936,000
Original Budget Estimate	60,011,000	56,909,000	78,011,000	66,008,000	62,482,000	25,845,000
Movement in Estimated Capital Financing Requirement	(1,755,000)	(9,990,000)	(37,122,000)	(695,000)	14,623,000	24,091,000

The Original Budget Estimates are those per the 2016/17 Strategic Policy & Resources Capital Monitoring Report No.4 on 19th April 2017.

The latest estimates for Capital Expenditure are based on 2017/18 SP&R Monitoring Report No.4 on 18th April 2018.

ANALYSIS OF PRUDENTIAL INDICATORS
- Quarter Ending 31 March 2018

APPENDIX IV

PPP Programme	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Original Budget and Current Estimate	0	0	0	0	0	0

HRA Programme	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Current Estimated Capital Financing Requirement	20,437,000	10,846,000	4,828,000	5,298,000	4,712,000	23,485,000
Original Budget Estimate	17,452,000	8,905,000	7,373,000	6,906,000	21,495,000	7,500,000
Movement in Estimated Capital Financing Requirement	2,985,000	1,941,000	(2,545,000)	(1,608,000)	(16,783,000)	15,985,000

The Original Budget Estimates are those per the 2016/17 Strategic Policy & Resources Capital Monitoring Report No.4 on 19th April 2017.
The latest estimates for Capital Expenditure are based on 2017/18 SP&R Monitoring Report No.4 on 18th April 2018.

6 External Debt (Gross and Net)

External Borrowing	As at 31-Mar-18	Projected 31-Mar-18	Projected 31-Mar-19	Projected 31-Mar-20	Projected 31-Mar-21	Projected 31-Mar-22	Projected 31-Mar-23
Public Works Loan Board	310,000,000	310,000,000	330,000,000	350,600,000	400,600,000	457,600,000	500,350,000
Market Bonds	43,200,000	43,200,000	43,200,000	43,200,000	43,200,000	43,200,000	43,200,000
Special Loans	2,235,841	2,235,841	2,200,000	2,000,000	1,800,000	1,600,000	1,500,000
Project Borrowing	492,224	492,224	435,334	168,444	140,000	140,000	140,000
Temporary Loans/Other Borrowing	2,533,064	2,533,064	2,000,000	1,800,000	1,600,000	1,100,000	1,100,000
Other Long Term Liabilities	113,698,000	113,698,000	109,459,250	105,220,500	100,981,750	96,743,000	92,262,600
Total Gross External Debt	472,159,128	472,159,128	487,294,583	502,988,943	548,321,749	600,382,999	638,552,599
Short Term Investments	(37,585,692)	(37,585,692)	(25,000,000)	(20,000,000)	(20,000,000)	(20,000,000)	(20,000,000)
Long Term Investments	0	0	0	0	0	0	0
Total Net External Debt	434,573,436	434,573,436	462,294,583	482,988,943	528,321,749	580,382,999	618,552,599
Note:							
Operational Boundary	472,000,000	472,000,000	487,000,000	503,000,000	548,000,000	600,000,000	639,000,000
Authorised Limit	640,000,000	640,000,000	640,000,000	640,000,000	640,000,000	640,000,000	640,000,000

The Operational Boundary and Authorised Limit are based on Gross External Debt.

7 Adoption of the CIPFA code of practice for Treasury Management

Perth & Kinross Council fully complies with the requirements of the CIPFA Code of Practice for Treasury Management in the Public Services (as amended in 2013).

ANALYSIS OF PRUDENTIAL INDICATORS
- Quarter Ending 31 March 2018

APPENDIX IV

8 Interest Rate Exposures

	Actual as at 31-Mar-18	Projected 31-Mar-18	Projected 31-Mar-19	Projected 31-Mar-20	Projected 31-Mar-21	Projected 31-Mar-22	Projected 31-Mar-23
Fixed Interest Rate Debt							
Total Fixed Rate Borrowing	424,190,224	424,190,224	439,894,584	455,988,944	501,721,750	554,483,000	592,752,600
Total Fixed Rate Investments	0	0	0	0	0	0	0
	424,190,224	424,190,224	439,894,584	455,988,944	501,721,750	554,483,000	592,752,600
Total Gross Borrowing	472,159,128	472,159,128	487,294,583	502,988,943	548,321,749	600,382,999	638,552,599
	89.8%	89.8%	90.3%	90.7%	91.5%	92.4%	92.8%
Upper limit on Fixed Interest Rate Debt	100%	100%	100%	100%	100%	100%	100%

	Actual as at 31-Mar-18	Projected 31-Mar-18	Projected 31-Mar-19	Projected 31-Mar-20	Projected 31-Mar-21	Projected 31-Mar-22	Projected 31-Mar-23
Variable Interest Rate Debt							
Total Variable Rate Borrowing	47,968,905	47,968,905	47,400,000	47,000,000	46,600,000	45,900,000	45,800,000
Total Variable Rate Investments	(37,585,692)	(37,585,692)	(25,000,000)	(20,000,000)	(20,000,000)	(20,000,000)	(20,000,000)
	10,383,213	10,383,213	22,400,000	27,000,000	26,600,000	25,900,000	25,800,000
Total Net Borrowing (including investments arising from short term cash balances)	434,573,436	434,573,436	462,294,583	482,988,943	528,321,749	580,382,999	618,552,599
	2.4%	2.4%	4.8%	5.6%	5.0%	4.5%	4.2%
Upper limit on Variable Interest Rate Debt	35%	35%	35%	35%	35%	35%	35%

9 Maturity Structure

The maturity structure for the Council's fixed rate debt, as at 31st March 2018, measured from the start of the financial year is as follows:

	< 12 mths	12<24 mths	2<5 years	5<10 years	Over 10 years	Total
Total Debt Maturing (£)	1,044,250	14,340,640	45,011,584	58,542,000	305,251,750	424,190,224
% of Total Fixed Debt	0.2%	3.4%	10.6%	13.8%	72.0%	100.0%
Lower Limit	0%	0%	0%	0%	10%	
Upper Limit	35%	35%	50%	75%	95%	

10 Principal Sums Invested Longer Than 365 Days

The Upper Limit for sums invested for over 1 year up to 3 years is £10million. There were no sums invested which were outstanding for such periods as at the end of the quarter.

PERTH AND KINROSS COUNCIL

25 April 2018

**REPORT OF A JOINT INSPECTION OF SERVICES FOR CHILDREN AND
YOUNG PEOPLE IN PERTH AND KINROSS APRIL 2018****Joint Report by the Chief Executive and Executive Director (Education and
Children's Services)****PURPOSE OF REPORT**

The Care Inspectorate carried out a Joint Inspection of Services for Children and Young People in the Perth and Kinross Community Planning Partnership area between 11 September and 13 November 2017. This report provides an overview of the inspection findings and evaluations.

1. BACKGROUND

- 1.1 At the request of Scottish Ministers, the Care Inspectorate led a programme of joint inspections of services for children and young people across Scotland. 'Children and Young People' means an individual under the age of 18 years or up to 21 years and beyond if they have been looked after in the care of the local authority.
- 1.2 The inspection looked at the difference services are making to the lives and outcomes achieved by children, young people and families. It took account of the full range of work within Perth and Kinross Community Planning Partnership area including services provided by health visitors, teachers, doctors, social workers, police officers and the voluntary sector. At the outset of the inspection, inspectors considered a detailed self-evaluation submitted by the Community Planning Partnership in August 2017. This self-evaluation provided a large body of evidence and supported positive evaluations. This evidence and the robust approach to self-evaluation have been validated by the inspection team giving a high degree of confidence in our self-evaluation processes.
- 1.3 The members of the inspection team came from the Care Inspectorate, Education Scotland, Healthcare Improvement Scotland and Her Majesty's Inspectorate of Constabulary for Scotland.
- 1.4 The Joint Inspection of Services for Children and Young People in Perth and Kinross led by the Care Inspectorate started on 11 September 2017 by carrying out scoping and engagement work. The inspectors returned in the week beginning 25 September to consider in detail a case sample of 90 vulnerable children and young people and again on the week beginning 13 November for the proportionate phase, which included interviews with staff, children, young people and families.

- 1.5 The inspection in Perth and Kinross was the last in a programme of 32 Joint Inspections of Services for Children and Young People against the quality indicators set out within the framework published by the Care Inspectorate in 2012 [How well are we improving the lives of children and young people? A guide to evaluating services for children and young people using quality indicators.](#)
- 1.6 The Care Inspectorate joint inspection report, Services for Children and Young People in Perth and Kinross April 2018 is attached as Appendix 1.

2. OVERVIEW OF THE INSPECTION

- 2.1 Nine of the indicators were evaluated. These cover the experiences of children, young people and families and the difference services are making to their lives. The inspectors reviewed a wide range of documents and analysed inspection findings of care services for children and young people as well as speaking to staff with leadership and management responsibilities. Inspectors carried out a survey of named persons, lead professionals, and talked to large numbers of staff who worked directly with children, young people and families and observed some meetings. Inspectors reviewed practice through reading records held by services for a sample of 90 of the most vulnerable children and young people. Inspectors also met with 151 children and young people, 48 parents and carers to hear from them about their experiences of services.
- 2.2 The Care Inspectorate regulates and routinely inspects registered care services provided or commissioned by Perth and Kinross Council. For the purposes of the inspection, the Inspectors took into account findings from inspections of all relevant services for children and young people undertaken over the last two years. A report of a joint inspection of services to protect children in the Perth and Kinross Council area, published by Her Majesty's Inspectorate of Education in 2011, was also referenced and the inspection team considered what progress had been made in the areas for improvement outlined in that report.

3. EVALUATIONS AGAINST QUALITY INDICATORS

Quality indicators (QI) help services and inspectors to judge what is working well and what needs to be improved. The following provides a summary of the evaluations of the nine quality indicators covered by the inspection.

3.1 QI 1.1 - Improvements in the wellbeing of children and young people

Performance in improving outcomes for children and young people is evaluated as very good.

Inspectors noted that there is sophisticated and intelligent use of data to evidence impact and outcomes. Major strengths include:

- High percentage of women attending ante-natal appointments before 12 weeks, successful smoking cessation in pregnancy, and breastfeeding rates;
- High uptake of 27 – 30 month developmental assessments and measures to improve speech and language development in the early years;
- Steady reduction in teenage pregnancy rates;
- Reductions in youth homelessness;
- Support for families experiencing poverty;
- Progress in educational attainment for almost all children and young people and better performance than the national average for care experienced children and young people;
- Strong, steady performance in achieving positive destinations post school;
- High percentage of looked after children and young people accommodated in family and community placements with increasing numbers remaining in their care placements over the age of 16 years; and
- Successful proactive approach to decreasing the rates of domestic abuse.

There has not been an evaluation of excellent for this indicator for any community planning partnership area.

3.2 **QI 2.1 - Impact on children and young people**

The impact of services on the wellbeing of children and young people is evaluated as very good.

Inspectors found that partnership working to improve the wellbeing and safety of children and young people is working very effectively. Major strengths include:

- Children and young people are acquiring the skills and knowledge they need to keep themselves **safe** at home, school and in the community through a wide range of programmes;
- Children at risk are kept **safe** through quick and very effective actions to protect them;
- Children and young people are learning to adopt **healthy** lifestyles and the health of vulnerable children and young people is supported well through targeted interventions;
- Early literacy programmes; careful planned transitions, and practical learning opportunities are helping vulnerable children and young people to **achieve** throughout their school years and into post-school educational destinations;
- Parenting, coordinated family help and support, and evidenced based nurture approaches are very successfully enhancing **nurturing care** at home , in early years settings and schools;

- Children and young people who are looked after and care leavers are thriving in secure **nurturing** placements;
- A very wide range of services offer valuable opportunities for children and young people to be **active** and to take part in sporting and leisure activities;
- Overall children and young people feel **respected** and **included** and listened to and benefit from supportive and trusting relationships with staff and carers; and
- A wide range of opportunities is encouraging children and young people to develop their sense of **responsibility** and self-efficacy.

More work is needed to respond sooner and more effectively to the health needs of children experiencing neglect and to strengthen responses to children and young people with lower-level emotional health difficulties.

Greater access to advocacy is highlighted as being an area for further development for vulnerable children and young people.

Some groups of young people said that they could be more included.

3.3 **QI 2.2 - Impact on families**

The impact of services on families is very good.

A wide range of high quality, universal, targeted and specialist support is strengthening family wellbeing and the lives of many families are improving as a result. Major strengths include:

- Approaches to strengthening attachments between babies and parents;
- Widespread flexible delivery of evidenced-based approaches enabling parents to develop new skills and to understand their children's developmental needs;
- A whole family approach involving services for adults as well as children to promote recovery and resilience;
- Flexible family support and outreach at evenings and weekends helping to prevent family breakdown;
- The quality of relationships between staff and parent; and
- The highly effective support for families with children who have a disability.

Earlier support for families experiencing difficulties with teenagers and more engagement with fathers are areas for further development.

3.4 **QI 5.1 - Providing help and support at an early stage.**

The extent to which services provided help and support at an early stage was very good.

The principles of GIRFEC are well-understood and embedded into practice providing a strong foundation for child-centred planning and early help. Major strengths include:

- The strong culture of collaborative working and commitment to offering help and support to children, young people and families at the earliest stage;
- Mandatory training for all staff on GIRFEC approaches, clear guidance, shared language and understanding of how the wellbeing indicators can support early intervention;
- Information-sharing and efficient multi-agency screening processes to lead to earlier intervention for children, young people and families;
- An extensive range of early help and support for children, young people and families; and
- Very effective team-around-the-child processes placing the wellbeing of children and young people at the centre.

An area for further development is the need to identify and respond more effectively to children experiencing neglect or missing out because of persistent non-attendance at health appointments.

3.5 **QI 5.2 - Assessing and responding to risks and needs**

Assessment of risk and need was good.

There are important strengths in the initial response to children and young people at risk of abuse and the actions taken to keep them safe.

- Staff are confident and competent in identifying children at risk and respond swiftly, timely and proportionately;
- Legal measures are used well to secure the immediate safety of children and young people;
- Strong professional relationships support joint decision-making when children and young people are at risk;
- The quality of risk assessments was found to be variable but a three-year improvement plan for chronologies and assessments is recognised as providing a sound platform for improvement in this area;
- The GIRFEC National Practice Model and the use of well-being indicators is embedded in practice; and
- Advice from the Child Protection Duty Team and Out of Hours Social Work Team provides valued support to staff to help them with complex judgements.

Further improvement is needed to achieve consistency in the quality of chronologies, recording of Inter-agency Referral Discussions and assessments of risk across services.

3.6 **QI 5.3 - Planning for individual children and young people**

Planning for individual children and young people was very good.

A single child's plan or young person's plan format introduced in April 2016 is supporting high quality planning to meet individual needs.

Major strengths include:

- High quality plans with a focus on outcomes and streamlined planning processes;
- Collaboration and contributions of a wide range of partners and confidence in staff to initiate and prepare plans to improve children's wellbeing;
- The quality and timeliness of the arrangements for the independent review of child's plans;
- Improvements in the performance of child protection case conferences and to involving children, young people and families;
- Involvement of children and young people in the assessment of needs and preparation of their plans;
- Robust permanence planning;
- Stable, nurturing placements for looked after children and young people including Kinship Care and Continuing Care;

The quality of child's plans and young person's plans could be further strengthened by being more specific and time-bound.

3.7 **QI 6.2 - Planning and improving services**

Joint planning to improve services was excellent.

There was a clear relationship between the single outcome agreement and children's services planning supported by a set of strategies including the Child Protection Committee improvement plan and locality plans. Planning was informed by a comprehensive joint strategic needs assessment involving an interrogation of a wealth of data and survey results. Outstanding aspects include:

- The level and quality of support and challenge provided by Chief Officers;
- Tayside collaboration on children's services planning maximising the potential to redesign shared services at scale; a first in Scotland;
- The work of the Child Protection Committee was a model of its type with a well-established and high performing Chief Officers group and Child Protection committee;

- Rigorous scrutiny by Chief Officers and elected members set and monitored the pace of change and improvement;
- Tackling child sexual exploitation (CSE) and abuse was a key priority for Elected Members and Services with a strong strategic leadership and an ethos of 'zero tolerance'; and
- Risk is identified jointly and translated into a comprehensive, focused action plan that was routinely reviewed to gauge progress in mitigating identified risks.

3.8 QI 6.3 - Participation of children, young people, families and other stakeholders

The extent of participation of children, young people, families and other stakeholders was very good.

Partners are strongly committed to ensuring that policies, planning arrangements and service developments fully reflect the views of children and young people. Major strengths include:

- Clear commitment to meaningful engagement and building community capacity and confidence;
- Third sector partners delivering an extensive range of important services;
- Evidence2Success consultations, along with a wide range of consultations with children, young people, parents, carers and communities help shape integrated children's services planning and inform improvement in services;
- Pupil councils and a culture of participation is well embedded across schools;
- Care experienced young people have an increasingly stronger voice due to partners' purposeful commitment to Corporate Parenting;
- The CSE young people's advisory group designed an innovative survey to help determine young people's understanding of CSE and to inform further work; and
- A commitment to promoting children's rights

The need to strengthen capacity for the provision of independent advocacy for children and young people is an area for further improvement.

3.9 QI 9.4 - How good is the leadership and direction of services for children and young people?

Leadership of improvement and change was excellent.

A compelling vision alongside an embedded culture of highly aspirational partnership working contributes to a relentless determination to deliver quality services and improved outcomes for children, young people, families and communities. Highly ambitious partners and staff share a commitment to integrated, partnership working. Partners relentlessly strive for excellence

through reflection, collaborative learning and partnership working contributed to these strengths. Outstanding aspects include:

- A strong, sustained culture of continuous improvement;
- Dynamic leadership empowering a confident and ambitious workforce;
- Getting it Right for Every Child is central to planning for children and young people and is firmly embedded in practice;
- High degree of autonomy that improves decision-making and reduces delay for people in accessing services;
- Outstanding commitment to using evidence-based data to support and drive improvement by leaders and staff across services;
- Comprehensive consultation mapping and assessment of need across a diverse geographical area enabled partners to collectively identify share priorities;
- Transformation programmes of significant service redesign across partners to meet increasing demand, improve efficiency and deliver agreed outcomes; and
- Effective mechanisms in place to support collaboration between health and social care services; and
- Leaders are committed to promoting equality, valuing diversity, supporting inclusion and determined to improve outcomes for children and young people living in the most deprived communities.

3.10 A summary of the evaluations for the nine quality indicators.

Quality Indicator	Evaluation
<i>How well are the lives of children and young people improving?</i>	
1.1 Improvements in the wellbeing of children and young people	Very Good
2.1 Impact on children and young people	Very Good
2.2 Impact on families	Very Good
<i>How well are partners working together to improve the lives of children, young people and families?</i>	
5.1 Providing help and support at an early stage	Very Good
5.2 Assessing and responding to risks and needs	Good
5.3 Planning for individual children and young people	Very Good
6.2 Planning and improving services	Excellent
6.3 Participation of children, young people, families and other stakeholders	Very Good
<i>How good is the leadership and direction of services for children and young people?</i>	
9.4 Leadership of improvement and change	Excellent

3.11 Areas of particular strength and areas for improvement

The Care Inspectorate identified a number of **particular strengths** that were making a positive difference for children and young people:

- 1) Established and high-performing Chief Officers Group and Child Protection Committee ably fulfilling their responsibilities and

- demonstrating dynamic leadership that empowers a confident and ambitious workforce;
- 2) Sophisticated and intelligent use of data to inform and support decision making, service planning and delivery and management of performance;
 - 3) Services that effectively support parents and carers to become increasingly resilient, confident and able to provide nurturing and secure care;
 - 4) An extensive range of services enabling children, young people and families to access the right support, from the right service at the right time;
 - 5) An embedded culture of collaboration working that is supporting the partnership to deliver improved outcomes for children and young people; and
 - 6) Consistent and sustained commitment to self-evaluation and continuous improvement.

The following **areas for improvement** for the Perth and Kinross Community Planning Partnership were identified:

- Improve the quality and use of chronologies and ensure that identified risks to individual children and young people are clearly articulated within written assessments; and
- Review capacity for the provision of independent advocacy to assure them that children and young people have access to support when they need it.

3.12 Good practice examples

As part of the inspection the Care Inspectorate asked Perth and Kinross Community Planning Partnership to nominate examples of good practice that can be shown to have a positive impact on the lives of children, young people and families. The following good practice examples were endorsed and commended by the inspectors:

1. Woodlea – a sustainable and inclusive approach to supporting children and young people with a disability and their families.

A confident and experienced team of staff are located in a purpose-built centre at Woodlea Cottage redesigned the service to provide a flexible approach and a range of interventions which are individualised for each child and family.

2. The functioning of the Child Protection Committee – a model of its type.

A mature and very effective multi-agency partnership. Members collectively demonstrate a strong commitment to building an active child protection community and securing a culture where the care and protection of children and young people is at the heart of everyone's job.

3. The work of the Kinship Care Team and kinship panel.

Partners recognised the importance of Kinship Carers in providing secure, stable and nurturing homes for children and young people when they are no longer able to live with their birth parents. Kinship Carers are recognised as providing a highly valued service as noted within the Corporate Parenting Plan for 2017-2020. The percentage of children looked after in kinship care more than doubled between 2008 and 2015 as a result of a deliberate commitment to increasing family-based care. The number of approved kinship carers increased by 165% between 2010 and 2017. Partners have embraced their duty to provide help and support to kinship families in their care of children.

4. CONCLUSION AND RECOMMENDATION(S)

- 4.1 In its report of the Joint Inspection of Services for Children in Perth and Kinross published on 17 April 2018, the Care Inspectorate is confident that the life chances and wellbeing of children, young people and families in Perth and Kinross are improving. This is noted to be as a result of strong leaders working collaboratively to deliver high quality and effective services. Investment in early intervention and prevention is reported to be having a positive impact, particularly in early years. A well-established and high performing Chief Officers' group and Child Protection Committee are said to be demonstrating continuous, sustained improvement in the fulfilment of their key functions in the protection of children and young people. Specific approaches supported an authorising culture and environment whereby staff are empowered to be innovative and creative, make decisions and take action. Leadership of change and improvement and children's services planning are described as being particularly strong. Care experienced young people viewed Corporate Parents as committed, engaged and enabling.
- 4.2 The principles of Getting it Right for Every Child are found to be well-understood and firmly embedded in practice, impacting positively on all areas of partnership working. Children and young people are noted to be protected through the timely and proportionate action taken by alert and attentive staff. Children and young people who are looked after are thriving as a result of the consistent care provided by well-supported carers. The efforts of innovative and creative staff are noted to be having a positive impact on the wellbeing of children and young people across all eight SHANARRI wellbeing indicators.
- 4.3 An embedded and sustained culture of self-evaluation and continuous improvement is described as core attributes and inspectors conclude that they are very confident that partners in Perth and Kinross will make best use of any insights gained in the course of this inspection and make the necessary improvements in light of the inspection findings.
- 4.4 A joint action plan will be prepared by partners to take account of the areas for further development and the two recommended areas for improvement contained within the report. Progress against this action plan will be monitored by the Children, Young People and Families Partnership.

4.5 It is recommended that Council:

- (i) Notes the Care Inspectorate's assessment that Services for Children and Young People are excellent; and
- (ii) Notes that a joint action plan will be prepared and progress reported to the Children, Young People and Families Partnership.

Author(s)

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Approved

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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	
Community Plan / Single Outcome Agreement	Yes
Corporate Plan	Yes
Resource Implications	
Financial	No – n/a
Workforce	No – n/a
Asset Management (land, property, IST)	No – n/a
Assessments	
Equality Impact Assessment	No – n/a
Strategic Environmental Assessment	No – n/a
Sustainability (community, economic, environmental)	No – n/a
Legal and Governance	No – n/a
Risk	No – n/a
Consultation	
Internal	Yes
External	Yes
Communication	
Communications Plan	Yes

1. Strategic Implications

Community Plan/Single Outcome Agreement

- 1.1 This report relates to the delivery of the Perth and Kinross Community Plan in terms of the following priorities:

- (i) Giving every child the best start in life

Corporate Plan

- 1.2 This report relates to the achievement of the Council's Corporate Plan Priorities:

- (i) Giving every child the best start in life;

2. Resource Implications

Financial

- 2.1 N/A

Workforce

- 2.2 N/A

Asset Management (land, property, IT)

2.3 N/A

3. Assessments

3.1 N/A

4. Consultation

Internal

4.1 This cover report is in support of the Care Inspectorate Services for Children and Young People in Perth and Kinross April 2018 joint inspection. All Community Planning Partners have been involved and consulted during the preparation of responses to the inspection report.

External

4.2 N/A

5. Communication

5.1 All Community Planning Partners and Corporate Communications Manager have been communicated and consulted during the inspection process through Care Inspectorate Professional Discussions and in preparation of this report.

2. BACKGROUND PAPERS

- Care Inspectorate 'How well are we improving the lives of children, young people and families? A guide to evaluating services for children and young people using quality indicators'
- Care Inspectorate – Service for children and young people in Perth and Kinross, April 2018 – Report of a joint inspection.

3. APPENDICES

Appendix 1 - Service for Children and Young People in Perth and Kinross, April 2018 – Report of a joint inspection.

Services for children and young people in Perth and Kinross

April 2018

Report of a joint inspection

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 2. How we conducted the inspection
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 - Impact on children and young people
 - Impact on families
 5. How well are partners working together to improve the lives of children, young people and families?
 - Providing help and support at an early stage
 - Assessing and responding to risks and needs
 - Planning for individual children and young people
 - Planning and improving services
 - Participation of children, young people, families and other stakeholders
 6. How good is the leadership and direction of services for children and young people?
 7. Conclusion, areas of particular strength and areas for improvement
 8. What happens next?
- Appendix 1 Good practice examples
- Appendix 2 Evaluated Indicators of quality
- Appendix 3 The terms we use in this report
- Appendix 4 The quality indicator framework

1. Introduction

At the request of Scottish Ministers, the Care Inspectorate is leading joint inspections of services for children and young people across Scotland. When we say 'children and young people' in this report we mean people under the age of 18 years or up to 21 years and beyond if they have been looked after.

These inspections look at the difference services are making to the lives of children, young people and families. They take account of the full range of work with children, young people and families within a community planning partnership area. When we say 'partners' in this report we mean leaders of services who contribute to community planning, including representatives from Perth and Kinross council, NHS Tayside, Police Scotland, the Scottish Fire and Rescue Service.

When we say 'staff' in this report we mean any combination of people employed to work with children, young people and families, including health visitors, school nurses, doctors, teachers, social workers, police officers, and the voluntary sector. Where we make a comment that refers to particular groups of staff, we mention them specifically, for example health visitors or social workers.

Our inspection teams are made up of inspectors from the Care Inspectorate, Education Scotland, Healthcare Improvement Scotland and Her Majesty's Inspectorate of Constabulary for Scotland. Teams include young inspection volunteers, who are young people with direct experience of care and child protection services who receive training and support to contribute their knowledge and experience to help us evaluate the quality and impact of partners' work. Associate assessors are also included on inspection teams. These are staff and managers from services in another community planning partnership area.

In September 2014, the Care Inspectorate published 'How well are we improving the lives of children, young people and families? A guide to evaluating services for children and young people using quality indicators'. This framework is used by inspection teams to reach an independent evaluation of the quality and effectiveness of services. While inspectors keep in mind all of the indicators in the framework, we evaluate nine of the quality indicators in each inspection, using the six-point scale as set out in Appendix 2. These nine indicators are chosen for evaluation because they cover the experiences of children, young people and families and the difference services are making to their lives; the outcomes partners collectively are making in improving outcomes for children across the area; and key processes which we consider to be of critical importance to achieving positive outcomes for children and young people. These are: leading change and improvement; planning and improving services and involving children and families in doing so; and assessment and planning for children who are particularly vulnerable, including children and young people who are looked after or in need of protection.

2. How we conducted the inspection

The joint inspection of services for children and young people in the **Perth and Kinross community planning partnership** area took place between August and November 2017. It covered the range of partners in the area that have a role in providing services for children, young people and families.

We reviewed a wide range of documents and analysed inspection findings of care services for children and young people. We spoke to staff with leadership and management responsibilities. We surveyed staff who carry out named person functions and lead professionals. We talked to large numbers of staff who work directly with children, young people and families and we observed some meetings. We reviewed practice through reading records held by services for a sample of 90 of the most vulnerable children and young people. We met with 151 children and young people, and 48 parents and carers in order to hear from them about their experiences of services. We are very grateful to everyone who talked to us as part of this inspection.

The Care Inspectorate regulates and routinely inspects registered care services provided or commissioned by Perth & Kinross council. For the purposes of this inspection, we took into account findings from inspections of all relevant services for children and young people undertaken over the last two years. We also referred to a report of a joint inspection of services to protect children in the Perth & Kinross council area published by Her Majesty's Inspectorate of Education in 2011, to consider what progress had been made in the areas for improvement outlined in that report. This report can be found at www.educationscotland.gov.uk

As the findings in this joint inspection are based on a sample of children and young people, we cannot assure the quality of service received by every single child in the area.

3. The community planning partnership and context for the delivery of services to children, young people and families

Perth and Kinross covers an area of 5,286 square kilometres and is the fifth largest area by land mass in Scotland. The past decade has seen above average growth in population, which now stands at 152,728. Children aged 0-17 make up 17% of the population with numbers expected to rise significantly by 2037. The geographical distribution of the population across urban, rural and remote areas poses challenges for the planning and delivery of services.

While levels of deprivation are low compared to Scotland as a whole, around 5,000 children live in poverty and 1,000 live in workless households. In Perth and Kinross, there are five community planning partnership localities: Perth City; Kinross-shire, Almond and Earn; Strathearn and Strathallan; and Highland, Strathay and Eastern Perthshire. These localities each have a local action partnership made up of elected members, communities, and public services. Through the local action partnerships, the community planning partnership identifies their particular needs and challenges. A third of the population lives in Perth city where unemployment for young people in the north of the city is greater than the Scottish average. Blairgowrie and Rattray in eastern Perthshire are both within the most deprived 15% of Scottish communities. Fruit production attracts a significant number of employees from Eastern Europe. Perth and Kinross has historically been home to some of the largest established Gypsy Traveller communities in Scotland.

The community planning partnership is governed by a board made up of representatives from Perth & Kinross council; NHS Tayside; Police Scotland; Scottish Enterprise; Scottish Fire and Rescue Service; Job Centre Plus; Skills Development Scotland; Perth and Kinross Association of Voluntary Services (PKAVS) and Perth College, part of the University of the Highlands and Islands. Shared strategic objectives are outlined within the Perth and Kinross Community Plan/**Single Outcome Agreement** 2013-2023 and the Local Outcomes Improvement Plan 2017–2027. Five identified priorities relate to: 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. A community planning partnership framework supports partnership working across five outcome delivery groups, with the children, young people and families partnership holding accountability for children's services planning. The Tayside Children's Services Plan 2017-2020 was produced as a result of collaborative working between Perth and Kinross, Dundee City and Angus community planning partnerships.

Community based services for children, young people and families within NHS Tayside are not formally included within the health and social care partnership. NHS Tayside is responsible for the delivery of health visiting; school nursing; family nursing; specialist nursing; community children's nursing; allied health professions and health services for looked after children. The Tayside Division of Police Scotland command area covers 2000 square miles. The council's education and children's services deliver integrated services for children, young people and families.

Perth & Kinross council has 40 councillors in 12 electoral wards. Significant changes followed the 2017 local elections, resulting in a change of political administration and the election of 20 new councillors.

4. How well are the lives of children, young people and families improving?

Improvements in the wellbeing of children and young people

This section considers improvements in outcomes community planning partners have achieved in relation to three themes. These are improving trends through prevention and early intervention; improvements in outcomes for children and young people; and improvements in the lives of vulnerable children and young people.

Performance in improving outcomes for children and young people was very good. Sophisticated and intelligent use of data, action research and performance reporting enabled partners to demonstrate impact, prioritise service delivery and support continuous improvement. Investments in early intervention were contributing to improving trends in maternal wellbeing, the number of babies and infants achieving optimum health, and increased uptake of early years provision. Almost all children and young people were achieving positive learning outcomes and progressing to positive destinations when they left school. A high proportion of looked after children was being cared for within family placements. Increasingly, young people looked after away from home were choosing, and being enabled, to remain within their placement beyond the age of 16. Robust and routine scrutiny of performance and trend data by the child protection committee evidenced the effectiveness of joint working to protect children and keep them safe. Tackling inequality was a clear priority for partners and leaders were challenging themselves on how best to use available data to improve outcomes for children and young people affected by poverty and deprivation.

How well are trends improving through prevention and early intervention?

Partners shared a commitment to ensuring children have the best start in life. A range of health and wellbeing initiatives during pregnancy, which included foetal movement discussions with all women, had contributed to declining numbers of stillbirths. The percentage of women attending antenatal appointments prior to 12 weeks exceeded the national average (95% compared to 80%). The number of babies affected by maternal drug use was significantly lower than the national average. Smoking cessation support had helped to reduce the proportion of mothers smoking in pregnancy, reducing the risk of low birth weight. The family nurse partnership reported reductions in smoking from 37.5% at the first appointment to 19.2% by 36 weeks. Positively, exclusive breast feeding rates were above the national average and continued to show an upward trend. Immunisations were in line with the Scottish average.

The percentage of 27-30 month reviews completed for very young children, at 90.4%, was higher than the Scottish average of 88% with a high proportion of reviews indicating no concerns. When issues were identified, they tended to relate to speech and language. Investment in staff training within early years and speech and language teams, which included use of the **Talk Listen Communicate** approach to improve vocabulary and language development, facilitated an early response from services.

Targeting services in areas of greatest need had also contributed to improvements in school readiness. Uptake of **Strong Start 2** places had steadily increased, particularly for vulnerable children who were looked after or on the child protection register. As a result, 89% of two-year-olds with an additional eligibility had a nursery place. Care Inspectorate evaluations for registered early learning and childcare services indicated that services consistently perform very well.

Partners had achieved some success in improving children's dental health. In addition to targeted fluoride varnishing, all nurseries participated in **Childsmile**, as did nearly three-quarters of dental surgeries. The number of children with no signs of tooth decay was better than the national average for both P1 and P7. The use of healthy living surveys provided useful information that helped to increase the uptake of free school meals and to reduce obesity rates for children. The number of P1 children classed as obese was similar to the Scotland rate. For children who required specialist intervention to attain a healthy weight, Paediatric Overweight Service Tayside (POST) was an important source of support.

Over the past decade, there had been a steady reduction in the rates of teenage pregnancy across all target age groups of young women. Partners were working hard to reduce rates in the most deprived areas, which were among the highest in Tayside. The number of overall homeless presentations had steadily decreased over the past seven years. Raising awareness of housing options in schools had helped reduce the number of homeless presentations by young people by 18%, exceeding local targets. In addition, there had been an increase in the number of young people sustaining tenancies for more than one year. The latest homelessness data for 2015 confirmed there were no households with a pregnant mother or families with children placed in bed and breakfast accommodation or hostels.

Partners used data well to gauge the prevalence of children living in poverty. Increases in the number of households affected by deprivation were generally low with the exception of an increase of 5% in Blairgowrie and Rattray. As well as maximising over £5 million in additional income, a proactive welfare rights team, working in partnership with the Citizens Advice Bureau, successfully secured European Social Fund monies to deliver the Positive Futures project. This enabled families living in areas with the highest levels of child poverty to access enhanced, holistic support and advice to improve the life circumstances of their family and mitigate against the impact of welfare reform.

How well are outcomes improving for children and young people?

School attendance for children with additional support needs exceeded national figures while rates for primary and secondary school attendance were in line with, or slightly better than the national average. Overall, children and young people were making good progress at school and benefitting from the learning opportunities provided within comfortable and accessible learning environments. A number of school sites acted as community hubs, extending access to facilities beyond the normal school day.

The proportion of children and young people excluded from school was in line with the national average. Commendably, schools for children with additional support needs had sustained a trend of zero exclusions since 2009.

The educational attainment of young people, as measured by average tariff score, has generally been higher than the **virtual comparator** and the national average with steady improvement evident across the Scottish Index of Multiple Deprivation (SIMD) categories. The proportion of young people achieving awards at SCQF levels 4, 5 and 6 had risen, resulting in almost all young people leaving school with some form of qualification.

While the gap in educational attainment between the most deprived and least deprived pupils was broadly similar to the national average, partners were working consistently to achieve equity. The educational psychology service was central to determining the effectiveness of universal and targeted approaches. Partners achieved significant improvements in literacy, using **ACORN** data to inform the use of evidence based action research within 20 schools with the highest percentage of disadvantaged learners. In recognition that children do better and achieve more when parents and schools work together, partners were working with an attainment advisor from Education Scotland to explore ways of involving harder-to-reach parents in supporting their child's learning.

The solid foundations laid at school were further strengthened for school leavers by the provision of help and support to enable them to continue to build their skills and experience as they progressed towards young adulthood. For the third consecutive year, the percentage of young people achieving positive destinations upon leaving school was above the national average. Having recognised that not all young people were managing to sustain progress beyond the initial six months, partners were working effectively together to engage young people early in programmes to help them become career-ready. The **Developing the Young Workforce** regional board and employability team worked with local employers to deliver increasing numbers of apprenticeships and work experience opportunities.

How well are the life chances of vulnerable children and young people improving?

The number of looked after children and young people at 31 July 2016 was 286; equating to 1.0% of the 0-17 year old population, which was lower than the national rate of 1.5%. Although the number of looked after children in Perth and Kinross had historically been lower than the rest of Scotland, in contrast to a decreasing national trend, the population of looked after children in Perth and Kinross had been rising steadily. This was as a result of a general rise in assessed risk, vulnerability and increasing numbers of young people being supported to remain in their care placement beyond the age of 16. Increasing demand was bringing challenges for partners and was putting pressure on existing resources. A commitment to reducing the number of children and young people requiring compulsory measures featured prominently within local authority transformational plans. Strenuous efforts were being made to increase the number of local foster carers and supported lodgings providers.

Partners were strongly committed to maintaining looked after children and young people within their local communities where possible, resulting in the percentage of children and young people cared for within a community placement (93.7%) exceeding the national figure of 90%.

The embedding in practice of Police Scotland's vulnerable person's database and improved quality assurance had contributed to a substantial decrease in child concern reports, from 3,258 reports in 2015-2016 to 2,334 in 2016-2017.

A revised unborn baby protocol had impacted positively on the timely identification of risk during pregnancy. An increasing number of appropriate referrals were being received in relation to child protection concerns thereby enabling services to offer support at an early stage. Given the resulting increase in the number of pre-birth referrals, performance was being closely monitored. The **child protection committee** was robustly scrutinising performance reporting and trend data, which offered assurance that timely interventions promoted children's safety and wellbeing.

Corporate parents were committed to improving outcomes for care experienced young people and had identified a range of meaningful measures within the 2017-2020 corporate parenting plan. In terms of educational attainment, all looked after children left school with at least one qualification at SCQF level 3 and most (92%) with at least one qualification at level 4. This compared favourably with the national averages of 86% and 73% respectively. Attendance at school rates for looked after children were also above the national average. Exclusions for looked after children were slightly higher than the general population although this related to a very small number of individual pupils. Encouragingly, care experienced young people were also making good progress upon leaving school with the percentage of young people entering a positive destination (88%) exceeding the national average of 77%. Similarly, a higher than average number of care leavers were meaningfully engaged with throughcare and aftercare services. Increasing numbers of young people were choosing, and being enabled to remain within, their care placement beyond the age of 16 years. This was having a positive impact on young people's long-term stability and supporting increasing numbers of looked after young people to remain within education. Arrangements were in place that meant care leavers did not have to register as homeless and could access personalised housing support as and when required.

As a result of pro-active policing and partnership working, reported incidents of domestic abuse, which were at 78 per 10,000 population, were the lowest in Tayside and lower than the Scottish figure of 109 per 10,000. The purposeful analysis of data had helped partners identify that the number of children present during abusive incidents had fallen.

In line with the national trend, offending by young people had decreased significantly as a result of early identification and intervention. Multi-agency partners were making effective use of youth work approaches to engage often hard to reach young people and successfully diverting them from involvement in the children's hearing and criminal justice systems to their ultimate benefit.

Impact on children and young people

This section is about the extent to which children and young people are able to get the best start in life and the impact of services on their wellbeing. It is about how well children and young people are assisted to be safe, healthy, achieving, nurtured, active, respected, responsible and included.

The impact of services on the wellbeing of children and young people was very good. Partnership working to ensure and promote the safety and protection of children and young people was a major strength. When children were at imminent risk, their safety was assured through the co-ordinated and timely actions of staff. A wide range of preventative approaches and initiatives also helped children and young people to develop knowledge and skills to promote their own safety at school, in the community and online. A strong approach to nurture across services and an awareness amongst staff and carers of the impact of adverse childhood experiences helped children and young people to develop emotional resilience. Children and young people looked after away from home were thriving as a result of living in stable and caring environments. Young people at risk of being marginalised valued opportunities to share experiences, build relationships and enjoy an important sense of belonging. Most children and young people were listened to and meaningfully involved in the decisions which impacted upon their lives. However, within our review of vulnerable children's case records there was evidence of independent advocacy being offered to eligible children and young people in just one in five instances.

How well are children and young people helped to keep safe?

A wide range of programmes that partners regularly reviewed and refined, were helping to equip children and young people with the knowledge and skills they needed to keep them safe at home, in the community and online. Partnership approaches involving emergency services such as Safe Start, Safe Drive/Stay Alive and Bike Ability contributed to safer school environments and improved road safety.

Children and young people, including those attending independent schools were learning how to keep themselves safe using the NSPCC Speak Out/StaySafe programme. Creative interactive sessions led by designated child exploitation online protection (CEOP) ambassador teachers were helping to inform children and young people about cyber bullying and staying safe online. A peer mentoring approach enabled young people to work alongside the violence reduction unit and the rape and sexual abuse centre in the delivery of programmes aimed at promoting personal safety and raising awareness of gender based violence. Awareness raising programmes such as **Accept and Respect** and the **Stop to Listen** pathfinder helped vulnerable young people to become more informed about abuse and exploitation.

The most vulnerable children and young people in situations of risk were safe as a result of services acting quickly and working effectively together. The safety of some children and young people was achieved by being appropriately removed from parental care.

Children who were looked after away from home were benefitting from safe and consistent care placements and from staff managing contact with family members thoughtfully to ensure they maintained important relationships but still stayed safe. Group work programmes such as **CEDAR** helped individual children and young people affected by domestic abuse to make sense of their experiences.

How well are children and young people helped to be healthy?

From a young age, children and young people participated in enjoyable activities that promoted learning about healthy lifestyles and positive choices. Targeted interventions helped to address children's physical and emotional needs.

As children matured and developed, further guidance was available to support their emotional and sexual health from staff or on the **cool2talk** and **One2One** websites. Engagement with caring and attentive staff and carers who were alert to their needs helped children develop emotional resilience. Specialist therapeutic supports assisted children and young people to make sense of distressing life experiences. A timely response to self-harming behaviour contributed to the wellbeing of emotionally vulnerable young people. The health needs of looked after children were comprehensively assessed, monitored and reviewed. A consultant paediatrician carried out assessments for children under the age of 12 who were looked after away from home, while a dedicated children's nurse carried out health assessments for those over the age of 12 and all children and young people looked after at home. Care experienced young people were supported and encouraged to manage their own health needs although a number chose not to engage with services.

Our review of vulnerable children's case records identified a small number of children who had experienced poor parenting and lived in situations of neglect for prolonged periods. As a result, they suffered significant dental decay while several other children missed important health appointments. Children and young people with lower-level emotional health needs or who did not meet the threshold for **child and adolescent mental health services** (CAMHS) did not always have access to the help they needed at an early enough stage. In recognition of this issue, CAMHS were working in partnership with school nurses to strengthen their ability to meet the needs of children and young people in the community.

How well are children and young people helped to achieve?

At all stages, children and young people benefitted from opportunities to learn and achieve. Early literacy programmes such as Brunch and Blether, and Pause, Prompt, Praise had a positive impact on children's learning. Vulnerable children and young people experienced positive transitions throughout their education as a result of careful planning. Throughout their school years, children and young people benefitted from support, encouragement and opportunities to develop the skills necessary to enjoy relationships with their peers and to become successful learners. As well as attaining qualifications in school, many young people achieved recognised awards as result of engaging in a wide range of community and outdoor activities. Engagement with staff and participation in practical learning opportunities through the **Navigate** service had a positive impact on the life chances of young people no longer attending mainstream school.

Attendance, progress and achievements of looked after children were carefully monitored by an education additional support officer and nine care experienced young people were supported to attend university in 2017. In preparing for life beyond school, young people who engaged with the **Opportunities for All** team benefitted from access to training opportunities, activity agreements and modern apprenticeships which provided valuable work experience and helped to improve employability. The **Help@Hand** event focused on post-school opportunities for young people with additional support needs, helping increasing numbers of young people to arrive at positive destinations.

How well are children and young people helped to experience nurturing care?

A strong commitment to nurturing approaches across services was having a positive impact on children and young people. Universally available parenting programmes and interactive activities contributed to strengthened bonds between babies and young children and their care givers. Co-ordinated family help and support enabled many vulnerable children to benefit from more consistent and emotionally warm care from their parents. Evidence-based nurture approaches adopted by nurseries and schools such as Bounce Back, Roots of Empathy and Seasons for Growth, helped children and young people to develop greater emotional resilience and confidence.

Children and young people who were no longer able to remain at home thrived as a result of the encouragement, care and predictable routines and boundaries established by kinship and foster carers, and residential care staff. This helped them achieve a greater sense of security. Where appropriate, children and young people were supported to maintain important family relationships and community ties. For a few children, delays in legally securing their care placement meant they felt less certain about their future. Young people remaining in kinship and foster placements beyond the age of 16 years benefitted greatly from living in a stable home base. Care leavers moving on to independent living were enabled to make informed choices as a result of the advice, guidance and practical supports provided by throughcare and aftercare workers and their multi-agency partners.

How well are children and young people helped to be active?

Children in nursery and primary school were supported to become active through a varied programme of activities, with young children with mobility issues benefitting from attending Jungle Journey, Dolphins and Motorvate. An increasing number of school pupils (44% of the total school roll) were engaged in at least one extracurricular activity. Encouragingly, this included an increasing number of girls. **Live Active Leisure** engaged 9,475 individual children in a variety of activities across the area. This included the No Limits programme for children with a disability or additional support need. Monthly sessions offered to children who were looked after and accommodated provided them with additional opportunities to be active as well as the chance to engage with other young people who were looked after. The **Compass membership scheme** and buddy cards offered by Live Active Leisure encouraged and supported vulnerable children and young people and their friends to use leisure facilities.

The **Active Schools** programme supported children and young people to engage in the sporting and leisure activities available to them. There was a particular

emphasis on engaging young people affected by poverty. Increasing numbers of young people achieved recognised awards with completion rates for the Duke of Edinburgh award currently the highest in Scotland. The geography of the local area offered young people, including the most vulnerable, opportunities to pursue interests such as hill walking, fishing and horse riding. Schools made concerted efforts to ensure children and young people living in rural and remote areas were able to participate in extra-curricular activities by offering lunchtime sessions. Nevertheless, a small number of young people viewed a lack of transport options as reducing their ability to participate in community activities.

How well are children and young people respected?

Children and young people who had participated in **UNICEF Rights Respecting Schools** activities talked knowledgeably about their rights, how to exercise them and the consequences when rights were not respected. One school had expanded the traditional pupil council model by introducing a whole-school approach whereby all children, not just class representatives, had the opportunity to raise issues within a 'penguin parliament'. This enabled children to feel included and listened to, with senior pupils taking responsibility for leading sessions.

Supportive and trusting relationships with staff and carers enabled children and young people to develop a positive sense of self-worth and identity. Sensitive engagement and careful observation enabled staff to establish the views and experiences of very young children and those with communication difficulties. Most vulnerable children and young people were listened to, helped to express their views and involved meaningfully in decisions that affected them. Of the relevant records read, there was evidence of independent advocacy being offered to eligible children and young people in just one in five instances. Several care experienced young people did not always feel staff and stakeholders fully understood their experiences or appreciated the impact these experiences had had on their ability to express their views. In order to prioritise young people's voices the recently introduced **MOMO** (mind of my own) app was successfully helping looked after children and young people structure their thoughts and tell services what they want, whenever it suited them best.

How well are children and young people helped to become responsible citizens?

Children and young people had access to a wide range of opportunities within which they could develop their sense of responsibility and self-efficacy. Leadership programmes, young ambassador and volunteering roles enabled young people, including those with a disability, to make a positive contribution within their schools and communities.

Staff helped parents to understand the importance of routines. Vulnerable children and young people were helped to behave more responsibly through the provision of clear and consistent boundaries. Children and young people looked after away from home enjoyed age-appropriate responsibilities and were supported and encouraged to undertake self-care tasks.

Mentoring, youth work and intensive supports accessed through **@ScottStreet** enabled young people engaged in risky behaviours to consider the impact of their actions upon themselves and others. Young adults attending the Right Track project developed routines that enabled them to successfully complete court imposed community disposals. This not only provided a sense of achievement but also reduced the risk of custody.

How well are children and young people helped to feel included?

Groups representing communities of interest, such as the **GLOW** LGBTI young person's group and the **FYI** (Fun Young Individuals) group attended by care experienced young people, provided valuable opportunities to share experiences, build relationships, learn new skills and enjoy an important sense of belonging. Partners were strongly committed to achieving cultural change so that Perth and Kinross is an inclusive and diverse place in which to grow up. In spite of the ongoing work with Stonewall Scotland to strengthen anti-bullying strategies, several LGBTI young people considered there were opportunities for secondary schools to do more to recognise and promote their rights. A very small number of young people identifying as Gypsy Travellers were less included as a result of experiencing discrimination and social isolation. We say more about what partners are doing to tackle these issues in section 5.

Young carers were helped to offset their caring responsibilities through fun group activities with other young people. A recently introduced young carers identification card helped staff to better recognise and appreciate their circumstances and needs. An increasing number of children and young people with a disability benefitted from the support provided by staff and services who knew them well and understood their individual and family needs.

Children and young people looked after away from home in foster care were fully included in the lives of their foster families and communities. Positive kinship placements enabled children and young people to remain included in their wider families and to retain important community links. A few young people who had experienced breakdowns in their care placements experienced difficulties integrating and achieving a sense of belonging in new surroundings.

A range of youth work services and approaches enabled young people, including looked after children and care leavers, to participate in enjoyable activities and access a range of supports according to their individual interests, circumstances and needs. There was a clear commitment to improving digital connectivity to enable young people to better connect to services, with youth workers making effective use of private social media platforms to support and maintain contact with young people across a diverse geographical area.

Impact on families

This section is about the extent to which family wellbeing is being strengthened and families are supported to become resilient and meet their own needs. It also considers parental confidence and the extent to which earlier help and support has a positive effect on family life

The impact of services on families was very good. A wide range of high-quality, universal, targeted and specialist supports was strengthening family wellbeing. Third sector partners provided important services that supported and encouraged community engagement, particularly for minority groups. Widespread, flexible delivery of evidence-based approaches was improving parenting skills and confidence. Positive relationships with staff helped reinforce parental resilience and avoid family breakdown. Inevitably, some parents were unable to sustain progress when support was reduced or withdrawn. A few parents who were unable to prioritise their children's needs over their own could have benefitted from more targeted, intensive work. Families of children with a disability valued the specialist services provided by services who understood their needs. Joint working within a whole-family approach helped parents affected by a combination of mental ill health, substance misuse and domestic abuse to gain better insight into their difficulties and to develop more effective coping strategies. Parents whose children were living in alternative care arrangements benefitted from support to engage in meaningful contact.

The lives of many families were improving as a result of the support received. The partnership's parenting strategy for 2015-19 articulated a clear commitment to early intervention and prevention, viewing confident and resilient parents as key to achieving nurturing and supportive families. The strategy and refreshed action plan were supported by a wealth of web links and social media pages, enabling easy access to useful guidance and information. The increasingly popular "keeping your child safe" public events for parents and carers included valuable information about online safety.

Attachments between parents and babies were strengthened through involvement in accessible activities such as Small Talk, Splash Tots and baby massage. The **PEEP** learning-together programme enabled parents to develop new skills and learning, which contributed to a better understanding of their child's developmental needs. Parents attending the **SPACE** programme enjoyed the social learning opportunities available to both them and their children. Community link workers skilfully engaged families, supporting them to meet their own needs. Notably, partners had successfully engaged a high proportion of parents of looked after children within parenting programmes. Greater engagement with fathers was needed to ensure their involvement in the assessment, planning and delivery of care and support for children, including planning for the unborn baby.

Widespread, flexible delivery of evidence-based approaches helped to improve parents' skills and confidence. Structured programmes such as **Incredible Years** and **Strengthening Families** impacted positively on family life.

For many families, relationships had improved, household stress had reduced and parents were better able to provide consistent, nurturing care as a result of the help received. Collaborative working between adult services, children's services and extended family members within a whole-family approach helped promote recovery and build resilience for families affected by the particularly challenging combination of mental ill health, substance misuse and domestic abuse. The Change is a Must team assisted parents to gain a better understanding of the impact of their behaviour on their child's wellbeing and to make necessary lifestyle changes. Despite this support, a few parents remained unable to change their behaviours and prioritise their children's needs over their own. Several other parents had difficulties engaging with services and this had impacted upon their capacity to change. These issues had been recognised by the council's education and children's services, which were in the process of re-commissioning intensive family support services.

Therapeutic support offered by Family Change helped families make sense of traumatic experiences. The Building Family Support outreach service enabled parents to access advice and guidance from experienced residential care staff when it was most needed, including at evenings and weekends. The out of hours social work service successfully responded to parental concerns and supported interventions with the most vulnerable families. Assisting parents to manage complex situations reduced the risk of family breakdown and the likelihood of young people becoming accommodated. Nevertheless, our review of vulnerable children's records identified a need for earlier support to help parents effectively manage challenging teenage behaviour.

Parents of children with a disability valued the specialist services provided by **Woodlea Cottage** (see good practice example Appendix 1). The **Parent to Parent** service, often working in partnership with child and adolescent mental health services (CAMHS) enabled families of children with additional support needs to better manage their child's behaviour and to establish routines. Parents and carers valued the services provided by Perth Autism Support during both term time and holidays. Community projects such as No. 5 were making a positive difference in the lives of very vulnerable families, including those for whom English was a second language. Parents enjoyed cooking activities and welcomed welfare rights and sessions with the home energy advice team on maximising household income. The PKAVS Minority Communities Hub supported engagement and integration within the wider community and increased the reach of services, for example through strong links to the Gypsy Traveller community and delivery of parenting programmes in Polish.

Careful assessment and review ensured kinship and foster carers received personalised support to best meet their individual practical, emotional and financial needs. This enabled them to offer the best possible support to the children and young people in their care. We say more about this in section 5 and in Appendix 1.

Joint working, underpinned by the **Solihull approach**, enabled staff to form positive, trusting relationships with most families. Staff worked hard to engage with parents, demonstrating persistence and appropriate levels of support and challenge.

5. How well are partners working together to improve the lives of children, young people and families?

Providing help and support at an early stage

This section considers how well staff recognise that something may be getting in the way of a child or young person's wellbeing, share relevant information and intervene early to stop difficulties arising or getting worse.

The extent to which services provided help and support at an early stage was very good. The principles of **Getting it Right for Every Child** provided a strong foundation for child-centred planning and delivery of an extensive range of early help and support to improve wellbeing. A comprehensive approach to implementation meant the principles were well understood and firmly embedded in practice. This facilitated a strong culture of collaborative working across organisations, including adult services. Clear, easily accessible guidance on legally compliant information sharing for staff, children, young people and families was a significant strength and had been widely shared locally and nationally. Significant investment in evidence-based approaches enabled staff to effectively target services to those who needed them most, thereby maximising the impact of approaches to early intervention and prevention. A small number of vulnerable children would have benefitted from earlier recognition and response to patterns of accumulated neglect and persistent non-attendance at health appointments.

A commitment to offering help and support at the earliest opportunity was widely appreciated and understood by managers and staff. The principles of **Getting it Right for Every Child** were well embedded and had contributed to a culture of integrated working. Our staff survey showed strong consensus that the approach was making it easier to offer help at an early stage. Impressively, all local authority employees were able to develop an awareness of Getting it Right for Every Child as a result of mandatory training. Children were familiar with the wellbeing principles through engagement in activities and games such as the SHANARRI song. An understanding of wellbeing indicators and the shared language of GIRFEC helped a few young people to advocate for their own needs, improving their involvement in child's planning processes.

Family Focus provided an outreach service across Perth and Kinross to better engage hard-to-reach parents and those parents whose children's names were on the child protection register due to compromised parenting. Staff had been redeployed from teams based in centres and were working effectively with health colleagues to deliver flexible, home-based support. Further services were being commissioned in recognition of the need to strengthen access to support for pregnant women and their partners and for new parents, to improve early access and prevent neglect.

Team-around-the-child processes, referred to locally as child planning partnerships, were working effectively, placing the wellbeing of children at the heart of multi-agency decision-making. A single child's plan was in use, supported by persistent efforts to ensure children, young people and families were fully involved.

Clear guidance helped staff considering thresholds and possible referral to the multi-agency screening group. Within our review of vulnerable children's records, a small number of children would have benefitted from earlier recognition and response to patterns of accumulated neglect and persistent non-attendance at health appointments. Meeting the challenges associated with neglect was a key focus for partners. Staff welcomed multi-agency training delivered by highly regarded and knowledgeable speakers and viewed it as helpful in improving their confidence in addressing the issue of neglect. Partnership working with the Centre for Excellence for Looked After Children in Scotland (CELCIS), although in the early stages, was helpfully focusing on improving levels of pre-birth support and strengthening responses to young children who may be at risk of neglect.

Local arrangements based on GIRFEC principles contributed to efficient information sharing between health and education, which supported effective transitions from nursery to school. The process was highly valued by staff as it enabled them to understand the needs of children before they started primary school and to provide appropriate help and support at the earliest possible stage. Education staff had become increasingly confident in their role as named persons. Head teachers in early years settings had taken the lead convening and co-ordinating child's planning meetings to compensate for a lack of capacity in the health visiting service. Leaders recognised the need to support a new cohort of qualified health visitors coming into post in January 2018 so that they could quickly assume their full range of responsibilities.

Regular review had made established multi-agency screening processes more efficient. Self-evaluation had identified strengths in information sharing, decision making and timeliness of intervention. Areas for improvement had also been identified which resulted in the NHS Tayside Unborn Baby Protocol being extensively reviewed and refreshed. An improvement plan was underway to further strengthen multi-agency protocols and practice to ensure the timely identification and management of vulnerability and risk to pregnant women and their unborn babies.

The **UK Supreme Court Judgement** in July 2016 required Scottish Government to amend the information sharing provisions in Part 4 of the Children and Young People (Scotland) Act 2014. The child protection committee responded swiftly to this, enabling partners to reinforce their vision for children and reiterate the importance of safe and proportionate information sharing in promoting the welfare and wellbeing of children and young people. The Perth and Kinross Code of Practice: Information Sharing, Confidentiality and Consent offered comprehensive guidance, which had been shared with partners in other areas. An extensive range of awareness-raising posters and leaflets had been designed and refreshed with the involvement of children and young people.

A wide range of services helped to ensure children, young people and families received the right service, from the right people, at the right time. There was a strong culture of collaborative working across organisations and sectors, including adult services.

Integrated services for young people based in the **@scottstreet** hub offered an extensive range of early intervention, targeted and specialist supports. With

reducing numbers of young people at risk of offending, the focus of services had broadened to better meet the needs of young people with other vulnerabilities, including those at risk of child sexual exploitation. Integrated working had resulted in staff from different disciplines feeling connected and included. Skills and knowledge were shared effectively across teams, which increased the reach and impact of services. A 'request for assistance' process enabled children, young people and families to access early help and support as it meant staff did not have to use formal referral processes. This had removed barriers, enabling the most appropriately placed agencies to respond quickly to avoid concerns escalating.

Assessing and responding to risks and needs

This section examines the quality of assessment of risks and needs in relation to three themes. These are: the initial response when there are concerns about the safety or wellbeing of children; the effectiveness of chronologies to identify significant events in a child's life; and the quality of assessments.

Assessment of risk and need was good. The way in which services initially responded to child protection concerns was a particular strength. Children and young people were kept safe as a result of staff acting promptly and effectively together. When concerns were raised, multi-agency discussions were convened quickly and strong professional relationships supported helpful discussion and effective multi-agency working. Consistency in recording and dissemination of inter-agency discussions and decisions remained an issue despite being highlighted by earlier internal review. While we found some examples of good chronologies in core assessments and social background reports, overall the quality was variable with fewer than half assessed as fit for purpose. Partners had already recognised this issue and an improvement plan was in place. Strong working relationships, access to effective training and use of nationally-recognised assessment tools supported decision making in how best to protect children and meet their needs. While overall, the quality of assessment was strong and in some cases very strong, for some children and young people the recording of risk was not given a prominent enough profile within written assessments.

Initial responses to concerns about safety and wellbeing

Single and multi-agency Getting it Right For Every Child and child protection learning and development meant that staff were confident and competent in identifying vulnerable children and young people. Within our review of case records, in almost all instances the initial response to child protection concerns was swift, timely and proportionate. There were clear strengths in the effectiveness of response to concerns that a child may be at immediate risk of abuse or neglect with the initial response evaluated as very good in over half of cases reviewed. In the instances where it was thought that a child or young person may pose a risk to others, services had responded effectively on every occasion.

Where risks were too high for children and young people to remain at home safely, immediate action was taken to find foster carers or make alternative care arrangements to keep them safe. Effective joint working between social work and

legal services meant that legal measures were used well to secure the immediate safety and wellbeing of children and young people.

Overall, the response to concerns other than child protection was of a high standard. For a small number of children there had been opportunities to intervene earlier. Partners were slow to recognise the need for a comprehensive health assessment in a few instances.

There were clear strengths in joint decision making, characterised by strong professional relationships that facilitated constructive dialogue within inter-agency referral discussions. In general, there was a high level of commitment to attending and contributing to multi-agency discussions, including from staff in adult services.

We found the recording of such discussions was inconsistent in spite of the issue having already been identified through the partnership's routine auditing activity. In addition, there were information technology barriers to staff sharing the inter-agency referral discussion template easily between agencies. An improved recording template and aide memoire, including questions for child sexual exploitation, had recently been introduced but it was too early to assess its value in improving processes.

The quality and use of chronologies

Chronologies were evident in almost all vulnerable children's records we read. However fewer than half were of a standard that would enable staff to accurately identify patterns of significant events or an accumulation of experiences which may adversely affect the child or young person's wellbeing. The issues that affected the effectiveness of chronologies related to quality of recording, lack of analysis, rationale for actions taken and consideration of impact of events. Changes to IT systems and variances in recording tools across information systems had caused confusion for staff. Quality assurance work by partners had highlighted similar issues.

Chronologies within core assessments and social background reports were better than those created on agency templates. Staff recognised the value in developing effective integrated chronologies and using them to inform assessments and were supported by comprehensive guidance and training. Feedback from staff and findings from audits had resulted in managers accepting that electronic recording systems were not supporting the development of chronologies in line with guidance. This had led to recent important changes in how chronologies are prepared and a new, improved template had been welcomed by staff. A three-year improvement plan was in place alongside support to practitioners within supervision to help staff consider how best to review and summarise evidence to inform assessment. Partners were therefore well placed to make further progress in improving the consistency of practice.

The quality of assessments

Where risk assessments had been completed, they were of a high standard with over a third were very good or excellent. However, for some children and young

people the recording of risk was not given a prominent enough profile within written assessments.

All children and young people within our review of vulnerable children's case records had a comprehensive, structured assessment of their needs. Staff had access to clear protocols and guidance to help them reach informed judgements and take appropriate action to ensure the safety and wellbeing of children and young people.

The GIRFEC National Practice Model and use of wellbeing indicators was embedded in practice and consistently used by staff. Most respondents to our staff survey felt well equipped to carry out assessments as a result of the training and support received. Generally, staff were positive about the use of assessment tools such as the resilience framework and risk matrix. Specific training had helped staff consciously consider the signs and impact of neglect when assessing risks and needs. Exemplars of good practice in assessments had been developed and were helping staff to recognise and work towards best practice. In response to feedback from staff, a revised assessment framework had recently been introduced to streamline the range of assessment formats.

The advice and guidance available from the child protection duty team and out of hours service were important sources of support to staff, helping them reach nuanced judgements in complex or challenging situations. Comprehensive medical assessments by the community paediatrician were undertaken for children considered likely to need alternative permanent care or who had particular health needs. Specialist multi-disciplinary assessments for children at high risk as a result of parental substance misuse were undertaken by the Change is a Must team. Practitioners in adult services made effective use of the Getting Our Priorities Right toolkit to identify risk and need and formulate effective interventions. On a small number of occasions, adult mental health services could have made a greater contribution to integrated assessments.

Planning for individual children and young people

This section considers the quality of children's plans and the effectiveness of arrangements to review them.

Planning for individual children and young people was very good. A single child's or young person's plan format had been introduced across services. All vulnerable children and young people had an individual plan that addressed their wellbeing needs and most who needed one had a plan to manage risk. Plans were high quality with sufficient attention paid across the wellbeing indicators to inform effective case management and decision making. Most were outcome focused, reviewed effectively and could demonstrate a positive impact on the wellbeing of children and young people. The quality of plans would be further strengthened by becoming more specific with greater detail noted in terms of the expected timeliness of required actions. The implementation and reviewing of plans, particularly in respect of child protection plans was a major strength. A wide range of partners made effective contributions to individual children's planning arrangements. Children, young people and families were active partners within planning and

review processes. Permanency arrangements were robust with little evidence of delays, which have the potential to create uncertainty for children. Kinship care planning and review arrangements were particularly strong. There was clear support for family-based and continuing care as well as effective assistance to help care leavers live independently.

The quality of children and young people's individual plans

In almost all case records reviewed, the quality of plans to manage risks and meet needs were rated as good or better with a third evaluated as very good or excellent. A single child's or young person's plan format that was capable of meeting the range of legislative requirements had been introduced across Tayside and early evaluation and review processes were helpfully refining the format within the context of a staged intervention model. A strong consensus within our staff survey confirmed that most staff felt confident in preparing a child's plan as a result of the training and guidance received. In most instances plans were individualised, outcome focused and effectively addressed all aspects of the child or young person's wellbeing. The majority of plans were not sufficiently SMART (specific, measurable, achievable, realistic and time-bound) and would benefit from becoming more specific with greater detail in terms of the expected timeliness of required actions.

The quality and effectiveness of planning and reviewing

Arrangements for planning and reviewing children's needs were streamlined and effective irrespective of whether involvement with social work services was on a voluntary or statutory basis or as a result of child protection measures. Good attendance by appropriate partners within integrated team meetings and child's planning processes supported joint planning and decision-making. Almost all staff strongly agreed that Getting it Right for Every Child had improved planning to meet children's needs.

Senior staff independent of the child's circumstances chaired reviews, including those for children looked after at home. These arrangements offered sufficient objectivity and challenge to those with case management responsibilities. An independent chair supported by four improvement officers was responsible for chairing child protection conferences. As a result of the introduction of a time-limited child protection improvement officer post, performance had further improved, with all child protection case conferences taking place on time. Effective use of performance reporting and peer reviews helped challenge decisions to generate learning and support continuous improvement.

The quality of reviewing was a clear strength with virtually all plans reviewed at intervals appropriate to the circumstances of the child or young person. The quality of plans within our review of vulnerable children's case records were evaluated as adequate or better in 94% of cases with almost a third rated as very good. Similarly, 94% of plans evidenced strong collaborative working to meet identified needs. Significant efforts had been made to meaningfully involve children, young people and parents using a strengths-based approach within child protection that concentrated on the inherent strengths of individuals, families, groups and organisations, and deploying personal strengths to aid recovery and improvement. Virtually all eligible children and young people had been involved in their own assessment and planning

meetings, or had their views represented. There were examples of staff successfully supporting very young children to express their wishes. In all of the case records reviewed, the child's parents, carers and family had been involved in case discussions and decision-making meetings or had their views recorded and represented. Staff felt empowered to be creative and solution-focused.

A notable strength within planning forums was the inclusion of a finance officer with authority to make budgetary decisions. This level of partnership working reduced delays by enabling staff to agree personalised packages of care to best meet the needs of the child or young person.

Securing stable and nurturing environments

Effective planning was helping to secure stable and nurturing environments for almost all children, with over a third of cases reviewed evaluated as very good or excellent. There were no significant delays in assessment, implementing key actions or accessing services.

Robust oversight of permanence planning contributed to effective and efficient decision making. We found minimal delays for the majority of looked after and accommodated children requiring permanent care away from their birth families. Of the plans reviewed, most were being progressed well, giving children the best chance of long-term security. The future care arrangements of a few children and young people had yet to be legally secured. Stability for looked after children was good, with 84% of looked after and accommodated children and young people experiencing fewer than three placement moves in one period of care. High grades were achieved in inspections carried out by the Care Inspectorate in respect of care services for children. Woodlea Cottage consistently received grades of excellent in recognition of the quality supports offered to children and young people with a disability and their families. (See good practice example, Appendix 1.)

Support to kinship and foster carers enabled them to provide stable homes for vulnerable children. The multi-partner approach to kinship care was a notable strength. (See good practice example, Appendix 1.) A strong emphasis on the holistic assessment of both the child's and carer's needs supported a robust matching process, which had contributed to reduced placement breakdown. Over the last five years, the numbers of children and young people in kinship care had increased by 50% as a result of a deliberate approach to increasing the use of family-based care. A seconded corporate social media co-ordinator was successfully driving efforts to increase the number of foster carers and supported lodging providers.

A clear commitment to continuing care was enabling increasing numbers of young people to remain in their care placements beyond the age of 16. In the event that wellbeing assessments indicated that it was not in their best interest to do so, dedicated staff were available to support young people in securing accommodation that best met their long-term needs.

Care experienced young people had been instrumental in producing a leaflet that helped advise young people of their options. There was evidence of well-planned, early transitions in advance of leaving school that supported young people moving

from children's to adult services, including throughcare and aftercare. Increasing use of self-directed support helped to create imaginative care packages promoting choice and self-determination for children and young people with additional support needs.

Planning and improving services

This section considers the rigour of integrated children's services planning and strategic planning, and the extent to which it can be demonstrated to support improvement in the wellbeing of children and young people. It includes a focus on how well partners identify and manage risks to vulnerable groups of children and young people.

Joint planning to improve services was excellent. Planning was informed by a comprehensive joint strategic needs assessment involving interrogation of a wealth of data and survey results. There was a clear relationship between the single outcome agreement and children's services planning supported by a helpful set of strategies including the child protection committee improvement plan and locality plans. The level and quality of support and challenge provided by chief officers was a major strength. The final progress report on the previous children's services plan demonstrated the improvement achieved in key processes and services. Community planning partnerships across Tayside were collaborating on the next children's services plan, maximising the potential to redesign shared services at scale; a first in Scotland. Partners were working towards jointly deploying resources and developing shared measurable outcomes. The work of the child protection committee was a model of its type characterised by reflective practice, continuous improvement and public performance reporting. Partners were well sighted on risk as a result of working collaboratively to scan the environment and jointly identifying new and emerging challenges. There were opportunities for police and health to further utilise the considerable amount of local and regional data available to them when considering potential risk.

Children's services planning

Since 2013, children's services planning was based soundly on a joint strategic needs assessment involving completion of wellbeing surveys by children, young people and parents in schools and local communities as part of the Evidence2Success approach. The findings had informed service development to achieve a better match between needs and services and the implementation of universal parenting programmes recognised for their effectiveness.

Governance and accountability arrangements were located within streamlined structures and related clearly to the single outcome agreement and local delivery plans.

The Integrated Children's Services Plan 2013 -2018 had been rigorously scrutinised by the children, young people and families partnership chaired by the chief executive of the council. The level and quality of challenge and support provided by chief officers was a major strength. Annual reporting and a final summary report provided

clear evidence of the progress made across priority themes. This plan was brought to an early closure as partners collaborated with their counterparts in Dundee City and Angus to produce the Tayside Plan for Children, Young People and Families 2017-2020.

In a climate of diminishing resources, the aim of this plan was to maximise the benefits of delivering services at scale while at the same time continuing to meet local needs within the context of the Local Outcomes Improvement Plan 2017 – 2027. Partners had successfully developed locality profiles using ACORN data to produce **Stories of Place**. Action partnerships were starting to build community capacity and gain experience of participatory budgeting based on local needs.

The Tayside collaborative was working towards a SMARTer, outcome-focused approach. This had potential to demonstrate linkages between priority areas of need, activities and measurable improvements in the wellbeing and life chances of vulnerable groups of children and young people. The collaborative was working to identify the totality of the resource available to them in terms of staffing, assets and budget as a basis for jointly commissioning and decommissioning services. The challenge ahead is to effect transformational change through realising the possibilities of combining and redesigning core services.

Child protection committee business planning

A well established and high performing chief officers group and child protection committee ably demonstrated continuous, sustained improvement in the fulfilment of their key functions in the protection of children and young people. (See good practice example, Appendix 1). Activities were supported by very effective subgroups with clear responsibilities, remits and work plans. The appointment of a child protection improvement officer was providing robust challenge and had made a notable impact in a short space of time.

Rigorous scrutiny by chief officers and elected members set and monitored the pace of change and improvement. A wide range of data, including a developing framework of quantitative and qualitative performance indicators, enabled them to provide challenge and support from an evidence base and a well-informed overview of public protection and associated strategic groups. This included the work of the community safety and drug and alcohol partnerships. Annual development days helped to consolidate and sustain progress and capture the views of staff from across the whole child protection community.

The child protection committee was influential in leading developments in the work of the Central and North East Consortium of Child Protection Committees and nationally as part of the child protection improvement programme.

As one of three local authority areas working in partnership with CELCIS, Perth and Kinross hosted a national conference on tackling childhood neglect and was taking the lead on preventative approaches in the critical stage of child development pre-birth and during the first year of life. Partners were raising the bar in terms of child protection standards for approved providers coming into contact with children and young people through residential sporting and recreational activities.

Eager to learn from others, the committee continually scanned the external environment to adopt learning from significant case reviews, inspection reports, research findings and good practice examples.

A well-planned calendar of continuous improvement activities included effective targeting of children's records and external moderation of multi-agency case file audits. This was helping partners become increasingly confident about strengths and areas for development in key processes and their impact on children's experiences of services and on their wellbeing. Uptake of a wide range of high-quality training opportunities was effectively guiding staff in the implementation of practice change and improvement. Elected members received training to ensure they were familiar with the complexities of child protection. As previously noted, further staff training was planned to reduce variability in multi-agency practice.

Public reporting on the work of the child protection committee was a notable strength, in particular annual publication of a standards and quality report and accompanying improvement plan. An agreed discipline of routinely uploading minutes of meetings of the chief officers group and child protection committee to the public website helped ensure these were completed on time and to a high standard.

Child sexual exploitation

Tackling child sexual exploitation (CSE) and abuse was a key priority for elected members and services. Strong strategic leadership and an ethos of 'zero tolerance' were evident in the approach across Perth and Kinross,. A multi-agency working group with broad representation worked effectively together to produce the CSE Work Plan 2015–17 which closely aligned to national plans. This was supported by a helpful directory of support services and major investment in staff training to help them recognise and respond to child sexual exploitation. Concerted efforts had been made to raise awareness and understanding about CSE amongst staff, children, young people and the community as a whole, including the business sector.

It was clear that partners had developed the tools and resources to react to CSE. When risks were identified, partners responded effectively, working creatively to protect children and young people from harm. Police investigations and prosecutions had moved away from being wholly reliant on victim testimony, with examples of CSE cases being pursued without the victim's engagement or statement. This was important when young people did not recognise themselves as victims of abuse and in avoiding the risk of further trauma as a result of attending Court and giving evidence against perpetrators.

Partners had also made effective use of the children's hearing system as a preventative measure to support young people who were over the age of 16 but deemed to be at risk of CSE in order to protect them from harmful situations. The focus was becoming more pro-active in terms of scoping the nature and extent of CSE and in identifying and targeting perpetrators.

Managing and mitigating risks

The children, young people and families partnership and the child protection committee, supported by robust corporate governance structures, worked collaboratively to scan the national and local environment, to jointly identify new and emerging risks.

The chief social work officer played an important role in drawing the attention of partners to risks concerning groups of vulnerable children and young people. The routine interrogation of a wealth of data from other strategic groups including community safety, public protection and the alcohol and drug partnership enabled partners to recognise strengths and identify future challenges.

Following a joint workshop on risk, the areas identified had been translated into a comprehensive, focused action plan that was routinely reviewed to gauge progress in mitigating identified risks. This was undoubtedly a strength and there were opportunities for police and health to further utilise the considerable amount of local and regional data available to them when considering potential risk. Social media platforms were being used effectively to appropriately raise public awareness of potential risk. Clear protocols and policies were in place to address risks including human trafficking and missing children.

Participation of children, young people, families and other stakeholders

This section examines the extent to which children, young people, families and other stakeholders are involved in policy, planning and service development.

The extent of participation of children, young people, families and other stakeholders was very good. There was clear commitment to meaningful community engagement and building community capacity and confidence. Partners were strongly committed to ensuring that policies, planning arrangements and service developments fully reflect the views of children and young people. Pupil councils and a culture of participation were well embedded across schools. Child-centred communication was evident with good use of ‘child to child’ methods. Young people were actively consulted about important issues and their views informed key changes in communication content and method. A recent participation and engagement strategy and newly formed youth forum promised to offer a more systematic approach to participation. The Rights Respecting Schools and Out of Site Show Racism the Red Card initiatives helped increasing numbers of children and young people understand their rights and to consider the rights of others, particularly children and young people from Gypsy Traveller communities. The children and youth rights officer and Who Cares? Scotland worker played important roles in promoting children’s rights but had limited capacity to provide advocacy to individual children and young people.

There was a clear commitment to meaningful engagement and building community capacity and confidence. Within our staff survey there was strong consensus that the views of children, young people, families and staff were taken into account when planning and developing services. Local community members were also actively

engaged in identifying priorities within locality action plans. For example, parents in Letham had identified services and activities to be delivered within a new community health and wellbeing hub made available through the transfer of community assets.

Participatory budgeting pilots facilitated the allocation of £103,000 to community-led projects, resulting in the effective targeting of resources to meet emerging local needs. Third sector partners were delivering an extensive range of important services. Commissioning arrangements and transparency of decision making had been strengthened following a commissioning review.

In addition to the extensive Evidence2success consultations, which had shaped integrated children's service planning, children, young people, parents, carers and communities contributed to a wide range of consultations that had been used to inform improvement in services. The parenting strategy was developed following a range of consultation and engagement events with almost 700 parents and carers, including parents and carers of children with additional support needs, parents with substance misuse issues, parents of teenagers, the Gypsy Traveller community, kinship carers and parents of very young children.

Partners were strongly committed to ensuring that policies, planning arrangements and service developments fully reflected the views of children and young people. The annual child protection committee's Keeping Yourself Safe survey gathered the views of children and young people about how well they felt supported, could access help when they needed it and recognised risk. This information was well used by schools to make necessary changes identified within the survey. Care experienced young people were key contributors to the consultation commissioned from CELCIS, which was informing the plan for transforming residential care.

Building upon the work of the previous children and young people's consultation and engagement group, a useful participation and engagement strategy had been prepared to support delivery of the Tayside Children's Services Plan 2017-20. This promised to offer a more systematic and coherent approach to participation, with opportunities to collate and prioritise consultation responses to better inform service planning and development and to demonstrate impact. At the time of our inspection, a new youth forum was about to be launched that had potential to reach a wide cross section of children and young people and ensure their views informed service planning and delivery. There was not yet a timetable of activities in place to co-ordinate engagement and co-production while avoiding repeated consultation with the same people.

Pupil councils and a culture of participation were well embedded across schools. Children and young people were influencing change by contributing to their school improvement plans, bullying policies and informing the school self-evaluation. Child-centred communication was apparent in the examples of children and young people making films as a way of communicating important messages to their peers. This included schools using a 'child to child' approach to tell future pupils about what to expect at their school. The Innovation Lab summit in 2015 involved over 200 young people in exploring the issues that affected them and generating solutions. Key messages from this important event had a lasting impact and were used to inform service delivery and design, including the design of the @scottstreet service.

Care experienced young people had an increasingly stronger voice due to partners' purposeful commitment to corporate parenting. The well-established FYI group of committed and enthusiastic young people had also worked with Police Scotland in informing the local police plan and redesigning the police interview suite.

Working in partnership with the Scottish Children's Reporter Association, young people influenced the development of the new children's hearing centre. Young people had designed a set of well-received posters for the child protection committee, covering the key themes of domestic abuse, neglect, online safety and child abuse.

The CSE young people's advisory group provided a young person's perspective and advice to the CSE working group, making worthwhile suggestions about improving current leaflets and the importance of raising awareness through use of social media to better engage young people. Young people in this group had designed an innovative survey to help determine young people's understanding of CSE and to inform further work. The rape and sexual abuse centre had consistently involved young people in service design as well as the content and co-delivery of peer mentoring initiatives.

A commitment to promoting children's rights in accordance with Article 12 of the UN Convention was clear across a range of documents, plans and services. The child protection committee had undertaken innovative work on supporting children (some as young as five) to understand their rights. Within primary schools, the Out of Site/Show Racism the Red Card initiative engaged increasing numbers of primary aged children in anti-racism educational opportunities that challenged prejudice, particularly against the Gypsy Traveller community. Sessions had been co-produced and delivered by two young people from the Traveller community who shared their experiences to enhance the understanding of other children and young people. Independent review found that the ongoing initiative had resulted in positive attitude change towards respecting diversity and the rights of others.

LGBT Youth Scotland offered important support to young people in school, within the GLOW youth group and through private social media platforms, which helped young people connect with others to better understand their rights. Group members were increasingly becoming involved in wider community awareness raising activities, which included planning for a future gay pride event. Stonewall Scotland also promoted the rights of LGBTI young people within schools through their work with diversity champions.

The children's rights ethos promoted by the UNICEF Rights Respecting Schools programme was embedded across a total of 37 schools and one nursery, with five schools successfully gaining gold status. A children and youth rights officer based within services for young people supported the initiative and provided training for staff. The post holder also had a key role in promoting children's rights and acting as an advocate for young people as well as offering support to the corporate parenting champion's board. Capacity for the provision of independent advocacy for individual children and young people was limited.

6. How good is the leadership and direction of services for children and young people?

This section is about the extent to which collaborative leadership is improving outcomes for children, young people and families. It comments on the effectiveness of the shared vision, values and aims, leadership and direction and leadership of people. It also examines how well leaders are driving forward improvement and change.

Leadership of improvement and change was excellent. A compelling vision alongside an embedded culture of highly aspirational partnership working contributed to a relentless determination to deliver quality services and improved outcomes for children, young people, families and communities. The Evidence2Success approach was enabling partners to make intelligent use of internationally recognised data to inform the implementation of universal parenting programmes recognised for their effectiveness. Highly ambitious partners and staff shared a commitment to integrated, partnership working. This had contributed to the joint production of the Tayside Children's Services Plan 2017-20; a first in Scotland. Leaders were committed to promoting equality, valuing diversity and supporting inclusion as demonstrated by the creation of the Fairness Commission. Partners were determined to improve outcomes for children and young people living in the most deprived communities. A strong, sustained culture of continuous improvement was a core attribute. Dynamic leadership was empowering a confident and ambitious workforce who were encouraged and supported to give of their very best.

The vision, commitment and passion to achieve "A confident and ambitious Perth and Kinross, to which everyone can contribute and in which all can share" was clearly articulated across a range of coherent and interconnected strategic plans. Staff understood and supported the direction of travel. Strong, consistent and transparent use of web-based platforms and social media contributed to a high volume of quantitative and qualitative data and information being distributed in the public domain. This enabled partners to share and sustain their values and vision as well as report on progress in achieving key priorities to staff, stakeholders, service users and the community within Perth and Kinross and beyond.

Comprehensive consultation, mapping and assessment of need across a diverse geographical area had enabled partners to collectively identify shared priorities. Work was being implemented and reviewed at pace within a robust strategic governance and scrutiny framework.

Leaders and staff across services presented as highly aspirational and were working diligently to improve outcomes for children, young people, families and communities through the delivery of high-quality and effective services. The local authority had invested in the Building Ambition 2015-20 programme to transform services in order to meet increasing demand, improve efficiency and deliver agreed outcomes. Activities included reviewing and remodelling residential care services for children and young people. This included the expansion of family-based care to avoid young people becoming accommodated in residential settings, as well as fulfilling future

service demand in respect of continuing care responsibilities based on a proven model. Intensive and flexible family support services were being re-commissioned to promote earlier intervention with children of primary school age. A review of strategic commissioning had strengthened the interface with the third sector and partners were in the process of identifying joint commissioning opportunities to support implementation of the Tayside Plan for Children, Young People and Families 2017 – 2020.

A commitment to tackling inequalities was to the fore within strategic and business management and performance plans with leaders clearly challenging themselves to take every opportunity to prioritise the needs of the most vulnerable children and young people, including children and young people who were looked after. All partners were committed to progressing the recommendations from the Fairness Commission outlined within the **Fairer Futures** report. An equalities officer had been appointed to drive interventions most likely to have a powerful impact on child poverty. A review of inclusion services was underway to further improve equity in education for children and young people with additional support needs. Securing the future of the school estate involved moving away from traditional forms of service delivery to ensure efficient use of available resources. Plans benefitted from broad political support from elected members.

The Value Your NHS Transformation Programme 2016-2021 incorporated significant service redesign in health visiting and school nursing with school nurses working in collaboration with CAMHS to improve the mental health of children and young people. Within the **Emotional Wellbeing Collaborative** (EWC) partners used data well to improve outcomes for secondary school pupils. Self-evaluation found that progress was being made in raising awareness and improving understanding of emotional wellbeing amongst staff and pupils. Police Scotland had recently returned to a community-based model with a view to officers being better able to maintain links to schools and communities alongside increased police engagement in child protection. Partners were working with CELCIS to address neglect and enhance wellbeing by improving levels of support pre-birth and in the crucial first year of life.

Getting it Right for Every Child was central to planning for children and young people and was firmly embedded within practice. The approach was strongly supported by staff and reached all areas of partnership working. Our survey results confirmed that staff felt valued, morale was good and staff viewed change as well managed. There was a positive culture of interagency working supported by training events and locality meetings.

Effective mechanisms were in place to support collaboration between health and social care services and the range of services provided by NHS Tayside for children, young people and families. There had been recent staff changes in the Scottish Children's Reporter Association but working relationships and means of communication were being quickly re-established.

We were confident that leaders were holding one another to account and challenging each other and themselves about what they could do better or differently in order to improve outcomes for children, young people and families. Approaches such as **Learn, Innovate, Grow** supported an authorising culture and environment whereby

staff were empowered to be innovative and creative, to make decisions and take action.

Staff welcomed a high degree of autonomy that improved decision making and reduced delay for people in accessing services. Leaders viewed staff as their most important resource and leadership training, up-skilling and shadowing opportunities were widely available to ensure staff were supported to give of their best.

Leaders were visible and known to staff and young people. The education and children's services senior management team rotated the venue for their meetings and routinely included an engagement activity with staff, services and community groups. The local authority senior management team also maintained a visible corporate presence online, using social media to good effect in order to share best practice, promote events and support recruitment of foster carers and supported accommodation providers.

A desire for the lived experience of young people to better inform service design and delivery was central to the approach to corporate parenting. The impressive and highly influential FYI group not only supported other young people, but also contributed to staff training and raised wider awareness of the needs of this often misunderstood group of young people. The corporate parenting strategy for 2017-2020 was supported by three years of funding from the **Life Changes Trust Fund**. This enabled partners to employ a care experienced young person and to second an experienced youth worker to support the champions' board and drive forward implementation of the plan. Partners had identified five priorities shaped around the wellbeing indicators, which offered potential to measure performance and demonstrate tangible improvements in the wellbeing and life chances of care experienced young people. The plan built upon the success of the existing corporate parenting advocate scheme, which was valued by young people for the personalised help offered.

There was an outstanding commitment to using evidence-based data to support and drive improvement by leaders and staff across services. Partners were relentlessly striving for excellence through reflection, collaborative learning and partnership working. A consistent and sustained culture of self-evaluation and continuous improvement was characterised by a shared commitment to achieving long-term transformational change while maintaining expectations of sustained performance towards meeting agreed priorities.

7. Conclusion, areas of particular strengths and areas for improvement

We were confident that the life chances and wellbeing of children, young people and families in Perth and Kinross are improving as a result of strong leaders working collaboratively to deliver high quality and effective services. Investment in early intervention and prevention was having a positive impact, particularly in early years. Tackling inequalities was a clear priority for partners. A wide range of high-quality, flexible supports was helping to strengthen family wellbeing and improving parental resilience, confidence and capacity to provide nurturing and stable care. This included specialist, often intensive services for parents whose ability to care for their children had been affected by substance misuse, mental ill health and domestic abuse. The principles of Getting it Right for Every Child were well understood and firmly embedded in practice, impacting positively on all areas of partnership working.

Where children and young people were in need of protection, their safety and wellbeing was assured through the timely and proportionate action taken by alert and attentive staff. A well established and high performing chief officers' group and child protection committee ably demonstrated continuous, sustained improvement in the fulfilment of their key functions in the protection of children and young people.

Planning to meet the needs of individual children and young people was particularly strong. Children and young people who are looked after were thriving as a result of the consistent care provided by well supported carers and were in quality residential provision. The efforts of innovative and creative staff were having a positive impact on the wellbeing of children and young people across all eight wellbeing indicators. Care experienced young people viewed corporate parents as committed, engaged and enabling. An embedded and sustained culture of self-evaluation and continuous improvement was a core attribute.

Particular strengths

In the course of our inspection, we identified a number of particular strengths that were making a positive difference for children and young people in the Perth and Kinross community planning partnership area.

- Established and high-performing chief officers group and child protection committee ably fulfilling their responsibilities and demonstrating dynamic leadership that empowers a confident and ambitious workforce.
- Sophisticated and intelligent use of data to inform and support decision making, service planning and delivery and management of performance.
- Services that effectively support parents and carers to become increasingly resilient, confident and able to provide nurturing and secure care.
- An extensive range of services enabling children, young people and families to access the right support, from the right service at the right time.

- An embedded culture of collaborative working that is supporting the partnership to deliver improved outcomes for children and young people.
- Consistent and sustained commitment to self-evaluation and continuous improvement.

Areas for improvement

We are very confident that partners in Perth and Kinross will make best use of any insights gained in the course of this inspection and will make the necessary improvements in light of the inspection findings. In doing so, the community planning partnership should now do the following.

- Improve the quality and use of chronologies and ensure that identified risks to individual children and young people are clearly articulated within written assessments.
- Review capacity for the provision of independent advocacy to assure themselves that children and young people have access to support when they need it.

8. What happens next?

The Care Inspectorate will request that a joint action plan is provided that clearly details how the Perth and Kinross community planning partnership will make improvements in the key areas identified by inspectors. The Care Inspectorate and other bodies taking part in this inspection will continue to offer support for improvement through their linking arrangements. They will also monitor progress in taking forward the partnership's joint action plan.

Appendix 1: Good practice examples

In each inspection, we ask partners to nominate examples of good practice that can be shown to have a positive impact on the lives of children, young people and families. During the inspection, we assess these examples to identify those we consider would be useful to community planning partnerships across Scotland. We commend the following examples.

Woodlea – a sustainable and inclusive approach to supporting children and young people with a disability and their families.

A confident and experienced team of staff are located in a purpose-built centre at Woodlea in Perth city. They have high expectations that providing the right support at the right time enables families of children and young people with a disability to learn and grow together. Previously, when parents struggled to cope caring for a child with a disability the main response was to offer residential respite. Staff found that while children and young people developed successful techniques during periods of respite these were not replicated upon returning home as parents had not been included. Staff concluded that they could achieve better outcomes by doing things differently.

All referrals are now allocated to an outreach worker in the first instance, who gets to know the child and their parents through visits and observations in the family home. A flexible approach enables them to carry out a range of interventions to explore what works for an individual child. Parents of children with an autistic spectrum condition valued how the outreach workers understood the daily challenges they faced, equipped them with new skills and restored their confidence. The centre provides short-term residential support to stabilise home and school situations when necessary and offers flexible residential respite for a few young people with the most severe disabilities.

Since the service was redesigned in 2012, referrals have trebled as staff have the capacity to support a much wider range of children and young people. Statutory requests by carers to assess their capacity have remained low. Parents can contact the centre and seek advice, guidance and support from staff, rather than waiting until crisis point only for help to be unavailable. By liaising with health visitors, staff engage families earlier without waiting for a child to have a diagnosed condition. Families are becoming more confident that appropriate and personalised support will be there for them when they need it, right through to transitions into adult services. During the day, including at weekends, primary school children with a disability make use of the sensory room and garden while disabled young people develop life skills, providing evidence to gain SQA Awards. Transition planning begins at 14 years of age in partnership with parents, to achieve positive destinations for school leavers. A finance officer responsible for the overall budget works as a member of the team. This approach is successfully reducing expenditure on residential placements outside the authority area and improving outcomes for disabled children and young people by maintaining relationships with their families and a better quality of life within their local communities. Self-directed support is increasingly being used to create imaginative care packages promoting choice and self-determination.

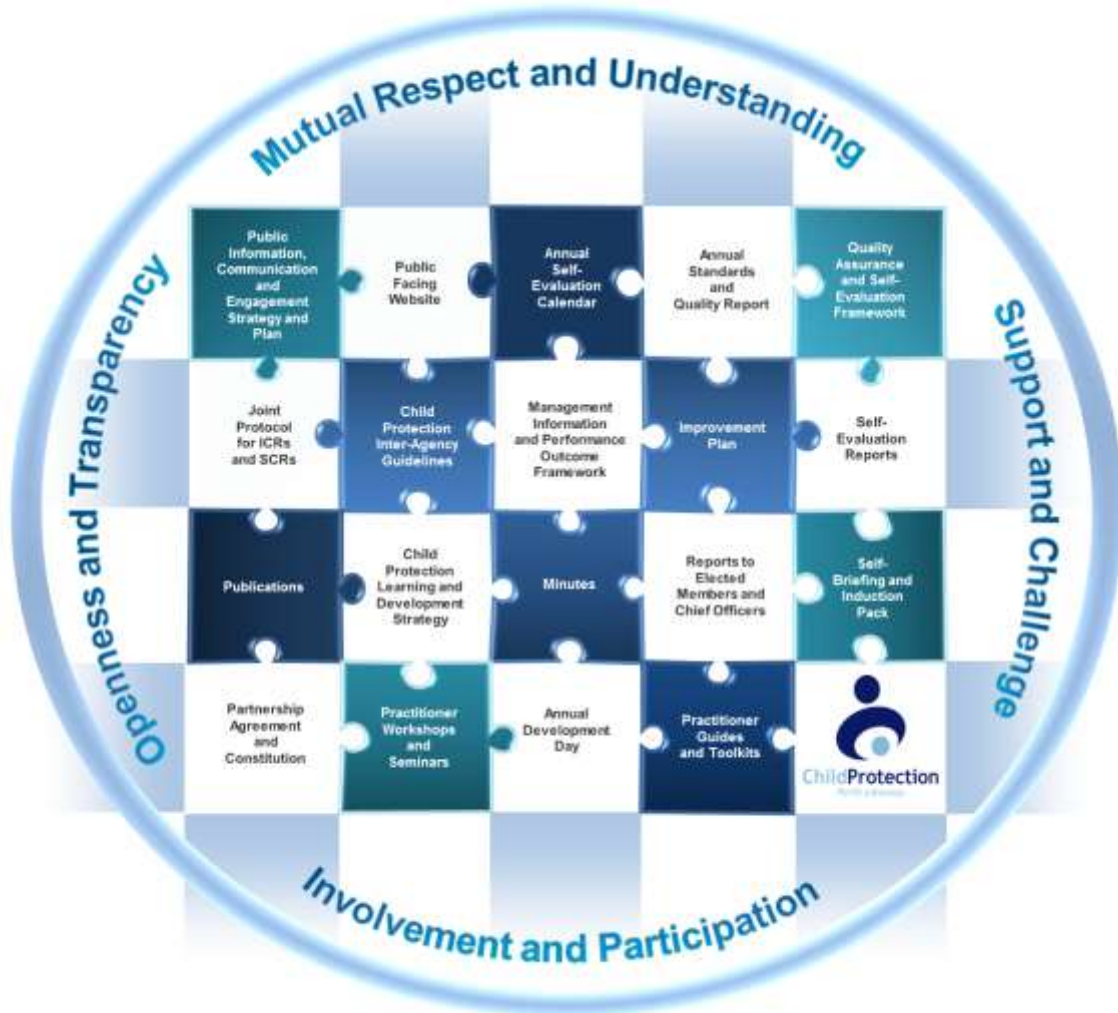
The functioning of the child protection committee – a model of its type

The child protection committee is a mature and very effective multi-agency partnership. Members collectively demonstrate a strong commitment to building an active child protection community and securing a culture where the care and protection of children and young people is at the heart of everyone's job.

Characteristics of the child protection committee that are delivering high levels of sustained performance include the following.

- As members of the children, young people and families partnership, elected members and chief officers take their responsibilities extremely seriously and are publicly committed to a zero tolerance of child abuse and exploitation. This is evidenced by the robust challenge and support they provide.
- Quarterly updates on a comprehensive improvement plan are produced, accompanied by performance data and annual progress reports presented for approval to the full committee of the council.
- There is strong support of staff, who are provided with well maintained procedures, for example on information sharing, confidentiality and consent. Needs-led training and development opportunities are of a consistently high standard including a range of practical tools and materials.
- Public performance reporting with minutes of meetings and progress reports is made available on a well designed and easily accessible child protection committee website.
- Change and improvement that is based on learning from national guidelines, significant case reviews, inspections reports, research findings and good practice examples from elsewhere is implemented. It is effectively supported by subgroups working to clear remits and timescales.
- The committee is fully reflective of the children's services in Perth and Kinross across the public, private and third sector, with wide participation in annual development days, events and problem-solving workshops.
- There is involvement of children, young people, families and citizens, including the pro-active use of social media platforms, school surveys, co-production of publicity and information materials, and the recent development of a young people's child sexual exploitation advisory group.
- The committee leads annual joint self-evaluation programmes using quality indicator frameworks to support continuous improvement, including well moderated and focused multi-agency case file reviews of practice.
- The committee is outward looking and influential in the development of joint working among the child protection committees in Tayside, in leading the Central and North Scotland Child Protection Committee Consortium, and national policy development and practice learning.

The Perth and Kinross Child Protection Community 'What we do and how we do it'



The work of the kinship care team and kinship panel

Partners recognised the importance of kinship carers in providing secure, stable and nurturing homes for children and young people when they are no longer able to live with their birth parents. Kinship carers are recognised as providing a highly valued service as noted within the corporate parenting plan for 2017-2020. The percentage of children looked after in kinship care more than doubled between 2008 and 2015 as a result of a deliberate commitment to increasing family-based care. The number of approved kinship carers increased by 165% between 2010 and 2017. Partners have embraced their duty to provide help and support to kinship families in their care of children. Kinship care is the preferred option when children cannot remain with

their birth parents however, it is only pursued when it is proved to be in the child's best interests and promotes their safety, welfare and wellbeing.

Continuous improvement activities had helped partners recognise variability in the level and type of support provided. In order to be satisfied of a carer's suitability and to achieve parity between kinship and foster carers, partners improved the rigour of processes for assessment and approval of kinship carers. They also enhanced levels of financial, practical, emotional and developmental support in recognition of the complex work they carry out. This has been achieved in the following ways.

- **Dedicated staff specialising in working with kinship families.** The established kinship care team is part of the family-based care service. They undertake assessments, training and provide ongoing support to kinship carers. Legally compliant practice is supported by clear operational guidance.
- **Social workers independent of the looked after child** carry out assessments of the suitability of the kinship carer using a rigorous, child-centred approach. Where risks are identified, sensitive and individualised support is offered to prevent these from continuing. Training and support is offered to help mitigate these risks and identify solutions to help carers overcome them.
- **Each approved kinship carer has a kinship carer link worker** who provides and coordinates support for the carer that is over and above the support for the child by the lead professional social worker. This includes provision of regular emotional and practical support; ongoing training and opportunities to link to a wide range of local and national supports.
- **There are strong links and working relationships** with a wide range of partners. Staff link closely with statutory and third sector partners.
- **An established multi-agency and independent kinship care panel** works to clear terms of reference and mirrors the permanency panel. It considers and makes recommendations to the agency decision maker in relation to the approval of kinship carers for looked after children. This ensures the child's best interests are advanced. An independent chair brings expertise and objectivity to the role.

Multi-agency representation includes: a community paediatrician; legal services; an education representative; a social work team leader; and an independent foster carer. Parents, prospective kinship carers, children, young people and relevant supporting staff members are also encouraged to attend, either separately or together.

- **Quality assurance and continuous improvement** is facilitated by regular management meetings and overview of assessments and decision making. Regular reviews confirm the ongoing suitability and support for the kinship carers.

- **Support for kinship families** embraces need for practical, emotional and financial support in the spirit of the Moving Forward in Foster and Kinship Care report. For example: allowances are equal to those paid to foster carers; a generous contribution is paid towards the legal costs of securing a kinship care order; and support is available from the welfare rights team to maximise income and raise all kinship care families out of poverty. Support is available from foster carers to avoid placement breakdown. Partnership with Kith 'n' Kin, (a project funded jointly by Lloyds TSB, Tayside Council on Alcohol and Perth and Kinross council) provides specialist support to kinship families affected by parental substance and alcohol misuse. A supportive kinship group is in place alongside specialist housing support.

Supporting kinship carers to provide the best possible care for children has resulted in improvements in the wellbeing of children and young people. This is evident through improved attendance at health appointments, improved school attendance and attainment, stability of who the care giver is and overall financial security. An increasing number of young people are electing to remain within their kinship care placement beyond the age of 16.

Appendix 2: Evaluated Indicators of quality

Quality indicators help services and inspectors to judge what is good and what needs to be improved. In this inspection, we used a draft framework of quality indicators that was published by the Care Inspectorate in October 2012: How well are we improving the lives of children, young people and families? A guide to evaluating services for children and young people using quality indicators. This document is available on the Care Inspectorate website.

Here are the evaluations for nine of the quality indicators.

How well are the lives of children and young people improving?	
Improvements in the wellbeing of children and young people	Very Good
Impact on children and young people	Very Good
Impact on families	Very Good
How well are partners working together to improve the lives of children, young people and families?	
Providing help and support at an early stage	Very Good
Assessing and responding to risks and needs	Good
Planning for individual children and young people	Very Good
Planning and improving services	Excellent
Participation of children, young people, families and other stakeholders	Very Good
How good is the leadership and direction of services for children and young people?	
Leadership of improvement and change	Excellent

This report uses the following word scale to make clear the judgements made by inspectors.

Excellent	outstanding, sector leading
Very good	major strengths
Good	important strengths with some areas for improvement
Adequate	strengths just outweigh weaknesses
Weak	important weaknesses
Unsatisfactory	major weaknesses

Appendix 3: The terms we use in this report

Accept and Respect is a targeted approach aimed at promoting the health and wellbeing of girls and young women.

ACORN is a system for classifying postcodes (average of 15 households) into categories that are statistically similar rather than measures of relative deprivation. System used in Perth and Kinross to complement and further refine SIMD data

CEDAR: the Children Experiencing Domestic Abuse Recovery model, is adapted from an innovative Canadian model for children who have experienced domestic abuse, in order to provide the necessary support to aid recovery.

The **child protection committee** brings together all the organisations involved in protecting children in the area. Its purpose is to make sure local services work together to protect children from abuse and keep them safe.

Childsmile is a national programme to improve the oral health of children in Scotland and reduce inequalities in dental health and access to dental services.

Cool2Talk is a web based early intervention service for young people. The **121 online chat** service gives young people the opportunity to chat online with a counsellor for up to 50 minutes. The 121 service works on a **waiting room, first come first served** basis. Offers help with a wide range of issues.

Compass Membership aims to improve Live Active Leisure services for priority target groups who are socio-economically disadvantaged as determined by local, regional and national priorities for health and social inclusion.

Developing the Young Workforce (DYW): is a seven-year programme that aims to better prepare children and young people for the world of work.

The **Emotional Wellbeing Collaborative (EWC)** brings together services and local people who are working collectively to improve the emotional wellbeing of 11-15 year olds in Perth and Kinross.

Evidence2Success is a joint project between the community planning partnership and the Dartington Social Research Unit.

The **Fairness Commission** is an independent commission formed in recognition of the need to address the consequences of poverty and inequality. It engaged with local groups and communities to better understand their experiences. The resulting **Fairer Futures report** published nine recommendations in May 2017, which were being taken forward by a newly appointed equalities lead.

Getting it Right for Every Child is the Scottish Government's approach to making sure that all children and young people get the help they need when they need it. There are eight wellbeing indicators, which are: safe; healthy; achieving; nurtured; active; respected; responsible; and included. These provide an agreed way of measuring what a child needs to reach their potential.

www.gov.scot/Topics/People/Young-People/gettingitright

Help@Hand is an annual event with a focus on post-school opportunities for young people with additional support needs.

The **Incredible Years programme** is an evidenced parenting programme for parents of children aged 3 – 12 years.

The **integrated children and young people's services plan** is for services that work with children and young people. It sets out the priorities for achieving the vision for all children and young people and what services need to do together to achieve them.

MOMO stands for mind of my own, an app that enables young people to structure their thoughts and express their views through a smart phone or internet enabled device as and when they choose. Feedback can be retained electronically by services.

Opportunities for All is an explicit commitment from Scottish Government to offer a place in learning or training to all 16-19 year olds not in education, employment or training.

Parent to Parent supports families caring for a child with additional needs. It is open to all families of children who have a diagnosis or are awaiting or undergoing assessment.

PEEP is learning together programmes for parents with a child between birth and age five.

Perth and Kinross Code of Practice: Information Sharing, Confidentiality and Consent is a web-based toolkit: <http://www.pkc.gov.uk/article/17692/Information-Sharing-Confidentiality-and-Consent-Toolkit>

The **Perth and Kinross community planning partnership** is formed from representatives from key agencies and organisations from the public, community, voluntary and private sector. The partnership works together to plan and deliver services in Perth and Kinross.

PKAVS is the leading charity advancing the lives of thousands of disadvantaged people.

The **Positive Futures Project** is funded by the European Social Fund to deliver enhanced, holistic support and advice to families living in areas with the highest levels of child poverty.

Navigate is a joint off-site service, provided by Perth & Kinross council's education and children and families services that is based firmly on restorative approaches and the development of positive relationships.

SIMD stands for the Scottish Index of Multiple Deprivation, which identifies small area concentrations of multiple deprivation across all of Scotland in a consistent way. This allows effective targeting of policies and funding to tackle or take account of deprivation.

A **single outcome agreement** is an agreement between the Scottish Government and community planning partnerships that sets out how they will work towards improving outcomes for Scotland's people in a way that reflects local circumstances and priorities.

SMART stands for specific, measurable, achievable, realistic and time-bound.

SPACE stands for Supporting Parents and Children Early, which is a group for families with a young child who would benefit from some additional support.

The **Solihull Approach** focuses on the parent-child relationship. It is used by a range of professionals to support parents in building positive and responsive relationships with their children.

Stonewall Scotland is an important partner in assisting a number of schools to consider how to best promote and protect the rights of LGBTI young people.

Stop to Listen is a national partnership project led by Children 1st. It aims to drive improvement in how the child protection system responds when instances of child sexual abuse or exploitation come to light.

Stories of Place is a tool that helps partners learn more about the needs of communities, helping them to design and deliver services to improve outcomes.
<http://pk-storyboard.org.uk/>

Strengthening Families is a programme for parents of 10-14 year olds.

Strong Start 2: a number of local authority nurseries offer Early Learning and Childcare places to children who are two years of age. These Strong Start places are offered to eligible children in line with Scottish Government criteria.

A **virtual comparator** takes characteristics of pupils in a school and matches them to similar pupils from across Scotland. This creates a virtual school and allows meaningful comparisons to be made between expected and actual performance.



Talk Listen Communicate is an approach used by speech and language therapists to help children develop skills.

UK Supreme Court Judgement: In July 2016, the Supreme Court delayed implementation of the Children and Young People (S) Act 2014. The Scottish government is now required to provide greater clarity on how those in a named person role share information.

UN Rights Respecting Schools is an award initiative that recognised success in putting the United Nations Convention on the Rights of the Child at the heart of a school.

Woodlea Cottage provides personalised family support programmes, tailored to the needs of families who are finding it difficult to manage due to the complex needs of their child's disability.

Appendix 4: The quality indicator framework

What key outcomes have we achieved?	How well do we meet the needs of our stakeholders?	How good is our delivery of services for children, young people and families?	How good is our operational management?	How good is our leadership?
1. Key performance outcomes	2. Impact on children, young people and families	5. Delivery of key processes	6. Policy, service development and planning	9. Leadership and direction
1.1 Improvements in the wellbeing of children and young people	2.1 Impact on children and young people 2.2 Impact on families	5.1 Providing help and support at an early stage 5.2 Assessing and responding to risks and needs 5.3 Planning for individual children and young people 5.4 Involving individual children, young people and families	6.1 Policies, procedures and legal measures 6.2 Planning and improving services 6.3 Participation of children, young people, families and other stakeholders 6.4 Performance management and quality assurance	9.1 Vision, values and aims 9.2 Leadership of strategy and direction 9.3 Leadership of people 9.4 Leadership of improvement and change
	3. Impact on Staff		7. Management and support of staff	
	3.1 Impact on staff		7.1 Recruitment, deployment and joint working 7.2 Staff training, development and support	
	4. Impact on Communities		8. Partnership and resources	
	4.1 Impact on communities		8.1 Management of resources 8.2 Commissioning arrangements 8.3 Securing improvement through self evaluation	
<div>  10. What is our capacity for improvement?  </div> <p>Global judgement based on an evaluation of the framework of quality indicators</p>				

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PERTH AND KINROSS COUNCIL

25 April 2018

LOCAL SCRUTINY PLAN – 2018/2019

Report by the Depute Chief Executive and Chief Operating Officer

This report outlines the Local Scrutiny Plan (LSP) for Perth and Kinross Council. The LSP is prepared by the Local Area Network of audit, inspection and regulation bodies, as part of the annual shared risk assessment process. The LSP outlines the strategic scrutiny activity planned for 2018/19, which is based on the national scrutiny programme for 2018/19.

1. BACKGROUND / MAIN ISSUES

- 1.1 The assessment of the level of external scrutiny required for each council is gauged through an annual Shared Risk Assessment (SRA) by a Local Area Network (LAN), of audit, inspection and regulation bodies. This process draws on a range of evidence with the aim of determining any scrutiny risks in the Council and the Integrated Joint Board (IJB).
- 1.2 The LAN makes an assessment of the challenges likely to be faced by the Council in achieving good outcomes for local people and identifies key areas for improvement. Using this information, a scrutiny plan is developed showing what scrutiny activity the LAN will undertake to make sure the Council keeps on track with what it is trying to do and any improvements it needs to make.
- 1.3 Expected scrutiny activity across all councils in Scotland informs the [National Scrutiny Plan for 2018/19](#).

2. LOCAL SCRUTINY PLAN 2018/19

- 2.1 The Council's senior management team exhibits strong leadership and clear commitment to the delivery of priorities. There is a strong focus on Elected Members' challenge and scrutiny and good engagement with Members. The Annual Audit report in September 2017 concluded satisfactorily in respect of significant risk and focus areas and reported that the Council demonstrates: good financial management; strong financial performance, effective governance structure; and commitment to achieving value for money.
- 2.2 There is strong citizen involvement in the budget setting process and the Council is in a strong financial position with £80 million of useable reserves. The Medium Term Financial Plan identifies a mid-range savings requirement of £54.5 million over the next five years. Approved Revenue Budgets for 2018/19, 2019/20 and 2020/21, provide Services with time to deliver transformation change and identify savings.

- 2.3 More could be done to demonstrate the impact of the Council's wide ranging continuous improvement activity, including how it reports its performance. Important challenges are:
- The ability to fill certain posts.
 - Higher than average teacher sickness absence rates.
 - Tackling delayed discharges.
 - The potential impact of closing the Council's sole children's care home.
 - The need to improve certain housing outcomes.
- 2.4 Under the Scottish Social Housing Charter, all social landlords submit an annual return to the Scottish Housing Regulator (SHR) on performance across 69 indicators. The SHR also consider Local Authority performance submissions to the Scottish Government covering approximately 100 homeless indicators.
- 2.5 The SHR compares performance across all social landlords, including smaller Registered Social Landlords.
- 2.6 The Scottish Housing Regulator (SHR) found that in its 2016/17 submission Perth and Kinross Council was in the bottom quartile for:
- Tenants who feel that their landlord is good at keeping them informed about services and decisions.
 - The percentage of complaints responded to in full within timescales.
 - Rent arrears.
 - The time taken to complete non-emergency repairs and repairs completed right first time - Four repairs categories were agreed with tenants and reflect the importance of emergency repairs and will lengthen the time to carry out non-emergency repairs.
- 2.7 Improvements have been progressed across these and other Charter indicators during 2017/18.
- 2.8 The SHR has identified risks in the Council's approach to homelessness and housing options: how people get access to its services; the number of homeless applications that the Council takes; the level of Not Homeless decisions it makes; and the level of refusal for its temporary accommodation.
- 2.9 Homelessness continues to present challenges nationally and has been identified as a key priority for the SHR and the Scottish Government.
- 2.10 In April 2017 the Council introduced Home First, a new model of service delivery for homeless people that supports them wherever possible to move directly to settled accommodation. These new arrangements have significantly improved outcomes for homeless households here in Perth and Kinross.
- 2.11 At recent meeting with the Scottish Governments Homeless and Rough Sleepers Action Group(HRSAG) we received very positive feedback

describing our new approach as “the best example they have seen so far of a systems-change approach to moving the dial on homelessness and the use of traditional TA models”

- 2.12 The council has increased the number of housing allocations it makes to homeless people. This has had a positive impact on the number of applications waiting longer than a year for an outcome.
- 2.13 Routine, scheduled audit and inspection work will take place through the annual audit process and the ongoing inspection of school and care establishments by Education Scotland and the Care Inspectorate.
- 2.14 The proposed Best Value Assurance Report programme includes publication of a report for Perth and Kinross Council in 2019. Best Value audit work for this year will focus on arrangements for demonstrating Best Value in two areas: leadership, governance and scrutiny; and improvement. Results of this work will be reported in the Annual Audit Report by the end of September.
- 2.15 Planned scrutiny activity during 2018/19 is summarised in the attached report.

3. CONCLUSION AND RECOMMENDATION

- 3.1 Since the introduction of the shared risk assessment process in 2010, the Council has been assessed annually, and has consistently received recognition for the continuous improvements of its services. Areas for attention have been highlighted, and these are being addressed by Services.
- 3.2 It is recommended that the Council notes the Local Scrutiny Plan 2018/19.

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Approved

Name	Designation	Date
Jim Valentine	Depute Chief Executive and Chief Operating Officer	13 April 2018

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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	No
Strategic Environmental Assessment	No
Sustainability (community, economic, environmental)	No
Legal and Governance	No
Risk	No
Consultation	
Internal	Yes
External	No
Communication	
Communications Plan	No

1.1 Strategic implications

Community Plan / Single Outcome Agreement

- 1.1 The proposals relate to the delivery of the Perth and Kinross Community Plan (Local Outcomes Improvement Plan) 2017-27.

Corporate Plan

- 1.2 The Council's Corporate Plan 2018 – 2022 lays out five outcome focussed strategic objectives which provide clear strategic direction, inform decisions at a corporate and service level and shape resources allocation. The report supports all the strategic objectives.

2. Resource Implications

Financial

- 2.1 None.

Workforce

- 2.2 None.

Asset Management (land, property, IT)

2.3 None.

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 None.

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 None.

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 None.

Legal and Governance

3.7 None.

Risk

3.8 None.

4. Consultation

Internal

4.1 The Executive Officer Team, the Chief Officer of the Joint Board for Health and Social Care, the Head of Legal and Governance and the Head of Democratic Services have been consulted in the preparation of this report.

External

4.2 None.

5. Communication

5.1 None.

2. BACKGROUND PAPERS

2.1 The background papers referred to within the report are:

- Perth & Kinross Council: Local Scrutiny Plan – 2018/19

3. APPENDICES

- Appendix 1 - Perth & Kinross Council: Local Scrutiny Plan – 2018/19

Perth and Kinross Council

Local Scrutiny Plan 2018/19



April 2018

Perth and Kinross Council

Local Scrutiny Plan – April 2018 to March 2019

Introduction

1. This local scrutiny plan sets out any scrutiny risks identified by the local area network (LAN), proposed scrutiny responses and expected scrutiny activity for Perth and Kinross Council during the financial year 2018/19.
2. The scrutiny risks and responses are based on a shared risk assessment undertaken by a local area network (LAN), comprising representatives of all the scrutiny bodies who engage with the council. The shared risk assessment process draws on a range of evidence with the aim of determining any scrutiny risks in the council and the Integrated Joint Board (IJB).
3. Expected scrutiny activity across all councils in Scotland informs the National Scrutiny Plan for 2018/19, which is available on the Audit Scotland website.

Scrutiny risks

4. Perth and Kinross Council's senior management team exhibits strong leadership and a clear commitment to ensuring effective delivery of council priorities through the 'golden thread' from the Community Plan (Local Outcomes Improvement Plan), through the Corporate Plan to service level actions. There is good engagement with elected members from all parties and a strong focus on members' challenge and scrutiny. The Annual Audit report prepared in September 2017 by the council's external auditors concluded satisfactorily in respect of the significant risk and focus areas. The auditors reported that the council demonstrates good financial management, maintains a strong financial performance, has an effective governance structure, and demonstrates a commitment to achieving value for money.
5. There is also continued candour around the financial pressures which the council faces, which includes strong citizen involvement in the budget setting process. While the council is currently in a strong financial position with £80 million of useable reserves, the Medium Term Financial Plan identifies a mid-range savings requirement of £54.5 million over the next five years. The continued focus on medium term financial planning was further reinforced when the council recently approved revenue budgets for 2018/19, 2019/20 and 2020/21 to provide services with time to identify budget savings and deliver transformational change.
6. The council has a strong approach to performance management but could do more to demonstrate the impact of all of its wide-ranging continuous improvement activity, including how it reports its performance. It has a transformation programme aimed at creating new models of service delivery and options appraisal, underpinned by an innovative strategy for staff involvement and empowerment. There is good evidence of partnership working at both council and regional level through, for example, the Tayside Regional Improvement Collaborative for Children's Services, the Tay City Deal and the Tayside Procurement Consortium; steady progress is also being made towards health and social care integration. At the same time, the council faces a number of important challenges, such as:

-
- The ability to fill certain posts, for example teachers (in certain subjects, sectors and localities) and people employed in the social care sector.
 - Higher than council average teacher sickness absence rates, but with a longer term downward trend.
 - Tackling delayed discharges, which is a national challenge for all councils and their partners.
 - The need to improve certain housing outcomes, including rent arrears, repairs response times and the relatively high levels of refusals of temporary accommodation.
7. To assess the risk to social landlord services, the Scottish Housing Regulator (SHR) has reviewed and compared the performance of all Scottish social landlords to identify the weakest performing landlords.
 8. It found that the council is in the bottom quartile for all social landlords in relation to: tenants who feel that their landlord is good at keeping them informed about services and decisions, the % of complaints responded to in full within Scottish Public Services Ombudsman timescales, its rent arrears, the time it takes to complete non-emergency repairs and repairs it completes right first time.
 9. The council has undertaken some work on its response repairs service. The four repairs categories were agreed with tenants and reflect the importance of emergency repairs and will lengthen the time it takes to carry out non-emergency repairs. Despite this it is currently reporting improved performance in delivering its non-emergency repairs.
 10. In relation to the council's homelessness service the SHR has identified risks in the council's approach to homelessness and housing options. These are in relation to how people get access to its services, the number of applications that the council takes, the level of Not Homeless decisions it makes, and the level of refusals for its temporary accommodation.
 11. The council has increased the number of housing allocations it makes to homeless people. This has had a positive impact on the number of applications waiting longer than a year for an outcome.
 12. The council has also introduced a new model of service delivery for homeless people that supports them wherever possible to move directly to settled accommodation. The council's analysis of these new arrangements indicates that this approach has significantly improved outcomes for homeless people.

Scrutiny activity

13. Any expected scrutiny activity between April 2018 and March 2019 is shown in Appendix 1. For some of their scrutiny activity in 2018/19, scrutiny bodies are still to determine their work programmes and which specific council areas they will cover. Where a council is to be involved, the relevant scrutiny body will confirm this with the council and the appropriate LAN lead.
14. In addition to specific work shown in Appendix 1, routine, scheduled audit and inspection work will take place through the annual audit process and the ongoing inspection of school and care establishments by Education Scotland and the Care Inspectorate respectively. The outcomes of this work will help to inform future assessment of scrutiny risk.

Best Value Audit Report

15. The Accounts Commission agreed the overall framework for a new approach to auditing Best Value in June 2016. Best Value will be assessed over the five year audit appointment, as part of the annual audit work. In addition a Best Value Assurance Report (BVAR) for each council will be considered by the Accounts Commission at least once in this five year period. The current proposed BVAR programme includes publication of a report for Perth and Kinross Council in 2019. The scope and timing of the work to be carried out, as part of the 2018/19 audit, will be discussed with the council.
16. The BVAR programme could change if the risk profile of individual councils changes. If this is the case we will update the council. In the meantime, Best Value audit work planned in this year will focus on the council's arrangements for demonstrating Best Value in two areas:
 - Leadership, governance and scrutiny
 - Improvement.
17. The results of this work will be reported in KPMG's Annual Audit Report which will be available by the end of September 2018.

12 April 2018

Appendix 1: Scrutiny activity

Scrutiny body	Scrutiny activity	Date
External auditor (KPMG)	<p>Annual audit of Perth and Kinross Council's financial statements including BV assessment of the council's arrangements for:</p> <ul style="list-style-type: none"> • Leadership, governance and scrutiny • Continuous improvement. 	Annual audit report to be completed by end September 2018
Audit Scotland	<p>Audit Scotland is currently carrying out a performance audit on <i>Children and young people's mental health</i>. Perth and Kinross Council is not included as one of the sample councils in this audit.</p> <p>Other performance audit work due to start in 2018/19 which will be of relevance to Perth and Kinross Council includes audits examining:</p> <ul style="list-style-type: none"> • Community assets • City Deals • Skills investment and planning • Educational outcomes • Housing (precise area still to be finalised) <p>The extent of Perth and Kinross Council's involvement in these audits has still to be determined.</p>	Report publication date is September 2018
Care Inspectorate	<p>Joint inspection of services for children and young people. Five joint inspections to be conducted, including scrutiny partners from Education Scotland, Healthcare Improvement Scotland and HMICS, at areas still to be determined.</p> <p>Joint Inspection of services for adults focusing on the effectiveness of strategic planning in integrated authorities. Three joint inspections to be conducted, including scrutiny partners from Healthcare Improvement Scotland and Audit Scotland, at areas still to be confirmed.</p>	
	Thematic review of self-directed support building on previous Audit Scotland report. Inspection of up	

	to six areas across the country still to be determined.	
Education Scotland	Community Learning and Development Inspection (CLD)	Sept-Dec 2018
Scottish Housing Regulator	<p>The Scottish Housing Regulator (SHR) will monitor the council's progress in addressing the housing and homelessness service weaknesses identified in this plan. It will review the council's quarterly performance management reports and meet council officials as necessary.</p> <p>The Scottish Housing Regulator (SHR) may carry out thematic inquiries during 2018/19 or it may carry out survey or on-site work to follow up on published thematic reports. The SHR will also review the Scottish Social Housing Charter data submitted by landlords and carry out data accuracy visits during the second quarter of 2018/19. Where councils are to be involved in a thematic inquiry, any follow-up work to a published thematic inquiry, or a data accuracy visit, the SHR will confirm this directly with the council and the LAN lead.</p>	

Perth and Kinross Council

Local Scrutiny Plan 2018/19

A summary of local government strategic scrutiny activity

This report is available in PDF and RTF formats,
along with a podcast summary at:

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PERTH AND KINROSS COUNCIL

25 April 2018

HARBOUR BUSINESS PLAN - PROGRESS UPDATE**Report by Depute Chief Executive, Chief Operating Officer**

The purpose of this report is to update the Council on the delivery of the Perth Harbour Business Plan and asks the Council to consider the next steps.

1. BACKGROUND / MAIN ISSUES

- 1.1 On 29 November 2017, the Strategic Policy and Resource Committee considered an update report (refer 17/391) and instructed the Depute Chief Executive (Chief Operating Officer) to report to the Committee or the Council later in the financial year.

2. PROPOSALS

- 2.1 The following sections provide an update on each element of the Business Plan.

Financial position

- 2.2 An updated financial position to 31 March 2018 is provided below:

- Expenditure: £256,452 (budget: £268,183)
 - o Staff costs: £120,851 (budget: £128,807)
 - o Property costs: £33,062 (budget: £33,100)
 - o Supply & Services: £39,718 (budget: £32,150)
 - o Transport costs: £2,727 (budget: £1,000)
 - o Third party payments: £250 (budget: £0)
 - o Support Services costs: £5,000 (budget: £5,000)
 - o Capital charges: £59,185 (budget: £68,126)
- The amount of outstanding loan debt is £1,227,197 (31 March 2018). The harbour loan charges relate to the Harbour wall (borrowing over 30 years, with 14-16 years left), Harbour Development work in 2004-07 (borrowing over 30 years, with 16-18 years left) and the Harbour boat (borrowing over 20 years, with 9 years left).

The loan charges above are charged to the Corporate Loan Charges budget, and not directly to the Harbour. The current planned dredging work budgeted at £870,000 is funded by Prudential Borrowing and the Loan Charges, and will therefore be charged direct to the Harbour, at an estimated annual cost of around £95,000 per annum (for 10 years) once the dredging has been completed.

- Income: £287,747 (budget: £36,803)
 - o 15 ships used the harbour in 2017/18 (17 in 2016/17) with timber, aggregate, fish meal imports and baryte exports with a total tonnage of 24,000 tonnes (31,000 tonnes in 2016/17).

2.3 There is a net loss of £227,711 which is more than the budgeted net loss of £231,380 resulting in a positive variance of £3,669.

Financial projections

2.4 In the report (refer 17/391) considered by the Strategic Policy and Resources Committee, revised financial projections for future years after dredging were provided based on possible projected cargo coastal shipping traffic increase described as moderate or high growth scenarios. Both scenarios raised serious concerns about the viability of the approved business case and the Committee instructed the Depute Chief Executive (Chief Operating Officer) to explore other commercial opportunities.

Governance, Management and Staffing

2.5 The new governance and management structure established is working well with the Harbour Board providing strategic direction. Although transitional arrangements have been put in place to sustain operational activities and pilotage is secured, recruitment has previously been a challenge and would be a challenge once again. The level of wages offered by the Council are not competitive with the private sector, in addition, working patterns have proved to be difficult to manage within the current Council's policies. To address these issues, the Board agreed to explore the option of outsourcing the harbour operations through a specific tender.

Sales and Marketing Strategy

2.6 Despite an 'open for business' approach and a pro-active mind-set, the level of cargo coastal shipping traffic has not increased. In addition to cargo coastal shipping, other commercial opportunities have been suggested such as using the Harbour as a base for specific fleets or passenger traffic. Some interest had also been informally noted. It was considered that if such opportunities were taken forward, they could offer an alternative business model which may not need a dredging of 5m. The Board agreed to test the market through a specific tender to develop this alternative business model.

Harbour operation services and commercial opportunities tender

2.7 As instructed by the Strategic Policy and Resources Committee and agreed by the Board, a tender to outsource the harbour operations and to allow a new operator to develop commercial opportunities was issued on 8 February 2018 with a deadline of 12 March 2018.

2.8 The contract will see a third party operator taking over the responsibilities of harbourmaster for a period of 5 years from 1 July 2018 with a possible

extension of 2 years. This contract does not include any ownership transfer of harbour assets to the third party. The third party would be able to use harbour assets such as the Harbour Offices or Tug Boat (on a full repairing lease). The Harbour Board and the Harbour Duty Holder will retain the overall responsibilities as Perth Harbour Authority.

2.9 The Board considered the current position at its meeting on 19 March 2018 and agreed to recommend to outsource the harbour operations to the recommended preferred third party. None of the bidders indicated dredging as a requirement. Therefore, there would be no need to dredge in the short term as an alternative business model could be developed and possibly achieve a reduction of the current net loss over the next 5 years as well as a possible sustainable model beyond.

2.10 3 compliant bids were received as follows:

- Calmac Ferries Limited
- Forth Ports Ltd – Dundee
- GAC Services UK Ltd

2.11 Following the assessment, Calmac Ferries Limited (CFL) is the preferred bidder. CFL have a proven track record in the provision of Harbour, Port, Marine and Ferry services across Scotland and the UK and currently operate out of more than 50 ports. CFL have many years of experience in dealing with the regular inspection and maintenance of all aspects of port and harbour infrastructure. CFL will utilise the full extent of its existing marketing, commercial and business expertise to identify key areas for development and expansion to maximum benefit to the operation.

2.12 The outsourcing option was assessed against the in-house option to ensure best value using specific criteria which are presented below:

Options	Outsourcing	In-house
Criteria		
Safe running of the Harbour	High	High
Staff recruitment and availability	High	Low
Cost control/Potential savings	Medium	Medium
Income generation	Medium	Low
Need of dredging	Not required	Required (based on business plan)

2.13 It is recommended that the best option is to outsource the harbour operations to Calmac Ferries Ltd even if limited savings would be achieved initially. However, we would aim to increase savings through contract negotiations.

Accessibility/Dredging/Marine Scotland Licence

- 2.14 At its meeting on 29 November 2017, the Strategic Policy and Resources Committee agreed to wait for the Marine Scotland Licence to be issued before publishing the dredging contract tender and to continue engagement with stakeholders to mitigate risk in terms of costs and timescale.
- 2.15 Following a statutory period, the public consultation should have finished on 8 March 2018. However, following a request from Scottish National Heritage (SNH) an extension of 3 weeks was granted by Marine Scotland and the consultation period finished on 29 March 2018. Marine Scotland has also required the results of the ecological surveys (i.e. otter, lamprey, fresh water mussel) before determination of the application. The Council already have in place a contractor to carry out these surveys for an estimated cost of £9,000. The contractor will need approx. 2/3 weeks to carry out the surveys depending on mobilisation and weather/river conditions. A meeting has been organised with Marine Scotland and SNH to review their requirements as we believe carrying out the surveys could be part of the licence conditions and not a pre-requirement for determination.
- 2.16 Moreover, Marine Scotland has received two objections from Ineos (ex-BP) and from Shell. Both objections are based on three main arguments:
- (i) Removing soil from the top of their pipelines will increase risk in case of grounding particularly with larger vessels.
PKC's: Both companies have encased pipelines in concrete to provide protection and removing soil should not lead to increase risk as it is not the soil which is providing protection. Proposed dredging will leave at least 1.5m of soil on the top of the pipelines. We are also aiming to increase the number of ships through an improved tidal window rather than increasing the size of ships.
 - (ii) Methods of work, control measures and risk analysis for dredging work over pipelines are not provided and companies cannot properly review dredging request without this information.
PKC's: we have provided survey data information to both companies. Methods of work, control measures and risk analysis can only be provided by a contractor through a tender process which cannot be issued without a licence in place with established requirements. We are organising meetings with both companies to ask them which methods of work, control measures and risk analysis they use for their own works and agree to include these in our tender.
 - (iii) Existing agreements between companies and the Crown Estates prevent any dredging over pipelines.
PKC's: PKC also has an existing agreement with the Crown Estates. However, the agreement will have to vary as dredging areas are different from those identified in the original agreement. A condition consent agreement between Tayside Regional Council and Shell authorised a dredging of up to 1.5m over the pipeline. However, it does not cover the Ineos pipeline. The Council sought legal advice and we should send a robust response highlighting the fact that the Council

was granted a dredging licence in the past and that the pipelines were installed on the understanding that it would not limit the commercial use of the river Tay.

- 2.17 In February 2018, soft market testing took place to assess the level of funding which would be needed for contract works. It is estimated that the contract work costs would be in the region of £1m without costs for any specific constraints arising from stakeholders' consultation (e.g. methods of works for dredging over pipeline, ecological surveys). Although the actual tender costs may be lower due to competition, it is anticipated that the current allocation of £700,000 would not be sufficient to meet contract work costs.
- 2.18 In the approved business plan, the dredging costs were estimated at £870,000 and this is the amount which was agreed in the Council's Capital Programme on a prudential borrowing basis. These costs included all preparatory work costs, management costs and contract costs. Preparatory costs included surveying the river bed to design the dredging scheme as well as preparing Marine Scotland Licence application and dredging tender documentation. At 31 March 2018, £151,000 has been spent leaving £700,000 for contract works and £19,000 for project management.
- 2.19 As previously reported to the Harbour Board and to the Strategic Policy & Resources Committee at its meeting on 29 November (refer 17/391) statistics published by the Department of Transport (UK major and minor ports, all freight traffic, by port and direction, annually: 1965 – 2016 - Updated 1 September 2017) indicate that freight traffic has considerably reduced over the period 2005-2016: 17% for major ports and 22% for minor ports. In Scotland, there were reductions of 14% for major ports and 24% for minor ports.
- 2.20 The implication of this downward trend in coastal freight traffic is that the 'realistic' projections in the business plan had now become optimistic. Based on the revised projections, the Harbour would not return to a break even position before 2034/35. This would be extended out even further if the dredging costs were to increase. It is important to note that current Prudential Borrowing principles will not allow an extension to the repayment period over the asset depreciation period. This means that repayments have to be contained within a 10 year period which is considered as the depreciation period for the dredging.
- 2.21 The Board agreed to recommend pursuing the Marine Scotland licence application although this may take time to have a final determination; and issuing a tender for a dredging contract as soon as licence is determined to firm up costs and timescale, after which a considered decision on whether to proceed with the dredging contract can be made.

3. CONCLUSION AND RECOMMENDATIONS

- 3.1 The Harbour Business Plan was approved in May 2016. However, its viability has raised some concerns. An alternative business model has been identified

through the outsourcing of harbour operations to a third party. This would improve the harbour financial viability in a short term without the need for dredging.

3.2 It is recommended that the Council:

- (i) Note the current financial position.
- (ii) Agree to accept the offer from Calmac Ferries Ltd as the preferred bidder for Harbour operation services.
- (iii) Note the Marine Scotland Licence requests and instruct the Depute Chief Executive (Chief Operating Officer) to take the necessary actions to obtain the Licence.
- (iv) Agree to issue the dredging contract tender publication when the licence has been determined to firm up costs and timescales and report the outcome back to the Council.
- (v) Continue engagement with stakeholders to mitigate risk in terms of costs and timescale.

Author(s)

Name	Designation	Contact Details
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Approved

Name	Designation	Date
Jim Valentine	Depute Chief Executive (Chief Operating Officer)	6 April 2018

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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	Yes
Asset Management (land, property, IST)	Yes
Assessments	
Equality Impact Assessment	Yes
Strategic Environmental Assessment	Yes
Sustainability (community, economic, environmental)	Yes
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 Community Plan/Single Outcome Agreement 2013 – 2023 lays out five outcomes 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
 - (v) Creating a safe and sustainable place for future generations
- 1.2 This report relates to objective (iii) by maximising and enhancing economic development opportunities to the benefit of businesses and local communities, encouraging new business creation and growth of existing businesses through Harbour operations.

2. Resource Implications

Financial

- 2.1 Capital – an allocation of £870,000 has been agreed as part of the capital programme as prudential borrowing. However, the previous report stressed

that the coastal shipping market which was supposed to provide the income to pay back the investment was reducing across the UK and the period of re-payments of the prudential borrowing would have to extend significantly beyond an acceptable depreciation period of 10 years or could possibly not be repaid at all. In addition, this report highlights that additional funding of £300,000 + would be required to meet the dredging contract costs.

- 2.2 Revenue – The harbour has a revenue loss of £237,973 in 2016/17 and a projected loss of £227,711 in 2017/18. If the Council agree to outsource harbour operations to a third party, the net loss could be reduced in future years. However, the exact amount will be determined through contract negotiations.

Workforce

- 2.3 If the Council agree to outsource harbour operations to a third party, there would be an immediate workforce impact of 1 FTE. TUPE arrangements have been built in to the tender. However, alternative arrangements may be agreed with the current postholder before the contract is awarded. The other two posts are currently vacant.

Asset Management (land, property, IT)

- 2.4 Asset Management issues arising from the operations of the Harbour are detailed in the 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 information contained within this report has been considered under the Act. Pre-screening has identified that the PPS will have no or minimal environmental effects, it 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. The proposals will enhance socio economic and economic development opportunities to the benefit of businesses and local communities.

Legal and Governance

- 3.7 The Head of Legal and Governance Services and the Head of Finance have been consulted on these proposals and there are no legal implications.

Risk

- 3.8 There are two key risks associated with the proposed programme.
- (i) Risks associated with the Dredging contracts and possible conditions attached to the Marine Scotland license issued. This risk will be managed by The Environment Service Senior Management Team. External advisers have been recruited to engage early with key stakeholders. The Harbour Board takes an active role in managing the programme. The dredging contract has been postponed to understand better the risks associated with BP and Shell Pipelines/to maximise the alternative business model.
 - (ii) Risks associated with coastal cargo shipping reduction and the income reduction with possible non-repayment of prudential borrowing. This risk will be mitigated through robust financial assessment and the use of an alternative business model generating other commercial opportunities.

4. Consultation

Internal

- 4.1 The Head of Finance and the Head of Legal and Governance Services have been consulted in the preparation of this report.

5. Communication

- 5.1 The recommendations from the report will be communicated to stakeholders and the press through the Board and the media team.

2. BACKGROUND PAPERS

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 – Contract Award Report (Exempt)