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Council Building
2 High Street
Perth
PH1 5PH

Thursday, 15 February 2018

A Special Meeting of **Perth and Kinross Council** will be held in **the Council Chamber, 2 High Street, Perth, PH1 5PH** on **Thursday, 22 February 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

Thursday, 22 February 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 REVENUE BUDGET 2018/19; 2019/20 & 2020/21 - REPORT NO.2 5 - 162**
Report by Head of Finance (18/47)
- 4 RESERVES STRATEGY 163 - 190**
Report by Head of Finance (18/48)

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PERTH AND KINROSS COUNCIL

22 February 2018

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

Report by the Head of Finance

PURPOSE OF REPORT:

This report recommends the setting of a Final Revenue Budget for 2018/19 and Provisional Revenue Budgets for 2019/20 and 2020/21. The report also recommends that the Council determines the Final Council Tax for 2018/19 and indicative levels of Council Tax for 2019/20 and 2020/21.

1. BACKGROUND

- 1.1 On 11 February 2016 the Council first set the Provisional Revenue Budget for 2018/19 (Report No. 16/51 refers). The 2018/19 Provisional Revenue Budget was then updated by the Council on 22 February 2017 (Report No. 17/47 refers). It is this updated 2018/19 Provisional Revenue Budget that is the starting point in progressing to a Final Revenue Budget for 2018/19.
- 1.2 On 4 October 2017 the Council approved the latest Medium Term Financial Plan for the period 2018 – 2023 (Report No. 17/317 refers). This update built on previously approved Plans and considered future funding levels, increasing costs and rising demand over the short to medium term insofar as they may impact on Perth & Kinross Council. The report approved the development of the 2018/19 Final Revenue Budget and Provisional Revenue Budgets for 2019/20 and 2020/21 including corporate savings targets. The report also provided an update on the Capital budget including the top slicing of resources for 2023/24 and 2024/25 and on the Housing Revenue Account and Reserves position.
- 1.3 The Medium Term Financial Plan is intended to outline the broad “direction of travel” for the Council’s financial management and the update approved in October 2017 covered the five years to financial year 2022/23.
- 1.4 The Council endorsed the “mid-range” level of savings to 2022/23, which are summarised in Table 1 below.

Table 1: Estimated Savings Requirement (October 2017)

	18/19	19/20	20/21	21/22	22/23	TOTAL
	£m	£m	£m	£m	£m	£m
Estimated Savings Requirement	17.0	15.4	7.9	7.0	7.2	54.5

- 1.5 This report focusses on the first three years of the Medium Term Financial Plan.
- 1.6 On 20 December 2017 the Council considered Revenue Budget 2018/19, 2019/20 & 2020/21 – Report No. 1 (Report No. 17/414 refers). The report provided an update in relation to the Revenue Budget for 2018/19, 2019/20 and 2020/21 in light of the information contained in the UK Budget announced on 22 November 2017 and the Scottish Government Budget and Local Government Finance Circular issued on 14 December 2017.
- 1.7 At the Council meeting on 20 December 2017, the Council was advised of the implications of the provisional Local Government Finance settlement for 2018/19; adjustments to future pay award assumptions, and of the excess of budget pressures over identified savings reflected within Service submissions.
- 1.8 The report also detailed a number of options to address this “funding gap” which generate potential net Revenue Budget headroom of £2,745,000 as set out in Table 2 below. The proposals in relation to changes in Treasury Management (accounting policy), which are delegated to the Head of Finance, and the revised assumptions on growth in the Council Tax base are included in the 2018/19, 2019/20 and 2020/21 Provisional Revenue Budgets. Revenue Budget headroom represents additional capacity within the Revenue Budget to either reject savings proposals and / or fund additional expenditure.

Table 2: Summary Position for 2018/19, 2019/20 and 2020/21 Provisional Revenue Budgets (Report No 17/414 refers)

	2018/19	2019/20	2020/21	Total
	£'000	£'000	£'000	£'000
Pressures in Excess of Savings	(178)	(1,527)	(320)	(2,025)
Settlement Implications	2,740			2,740
Pay Award Assumptions	(1,500)	(900)	(900)	(3,300)
Funding Options	1,496	1,857	1,977	5,330
Revenue Budget Headroom (potential)	2,558	(570)	757	2,745

2. UPDATES SINCE COUNCIL MEETING – 20 DECEMBER 2017

- 2.1 There have been a number of updates to the information presented to Council on 20 December 2017 (as summarised in Table 2 above) and these are described in more detail below.

Pressures in Excess of Savings

- 2.2 Services have updated their Expenditure Pressure proposals to include the impact of the latest Retail Price Index Inflation projections, the Non-Domestic Rates Poundage for 2018/19 (announced on 14 December 2017) and Living Wage rates. Services have also reviewed their savings proposals and rephased a number to reflect the latest income assumptions, deliverability and impact on users.
- 2.3 These movements are summarised in Table 3 below.

Table 3: Movement in Service Revenue Budget Submissions

	2018/19	2019/20	2020/21	Total
	£'000	£'000	£'000	£'000
Pressures in Excess of Savings	(178)	(1,527)	(320)	(2,025)
Adjustments – see para 2.2	(345)	70	145	130
Revised “Gap”	(523)	(1,457)	(175)	2,155

Pay Award Assumptions

- 2.4 On 31 January 2018, the Cabinet Secretary for Finance and the Constitution announced the Scottish Government’s proposals for ending the public sector pay cap. Previously (14 December 2017) the Cabinet Secretary announced a 3% increase for staff groups earning up to £30,000. This was increased to £36,500 in the statement to the Scottish Parliament on 31 January 2018. For the avoidance of doubt this commitment only applies to the NHS, police officers, firefighters and teachers. However, this is likely to influence the Local Government negotiations with individual Trade Unions and the additional cost of this to the Council (estimated at £300,000) has been factored into the 2018/19 Provisional Revenue Budget.

Funding Assumptions

- 2.5 On 23 January 2018 the Council received notification of an adjustment to the level of funding from the Scottish Government for 2018/19. Following a review of the “Floor”, the mechanism that “smooths” changes in levels of funding, the Council will receive an additional £971,000.
- 2.6 On 31 January 2018, the Minister for Finance and the Constitution advised that, subject to parliamentary approval in the final stages of the Budget Bill and Local Government Finance (Scotland) Order 2018, an extra £159.5 million of General Revenue Grant would be allocated to local government in 2018/19. The funding will be paid in two tranches, with the first tranche of £34.5 million paid as a redetermination to the General Revenue Grant in the final week of 2017/18 and the remaining £125 million over the course of 2018/19.

- 2.7 This means additional revenue funding of £4.354 million will be available to the Council to spend at its own discretion in 2018/19. In line with the Convention of Scottish Local Authorities (CoSLA) position, this report has been prepared on the assumption that this additional Scottish Government revenue funding is recurring. However, both an element of the source of this funding, which includes in-year under spends on the Scottish Government budget, and the current absence of any confirmation by the Cabinet Secretary, suggest that there may be significant risks around the assumption of recurring funding. The letter to Council Leaders, issued by the Cabinet Secretary for Finance and the Constitution is attached at Appendix A.
- 2.8 The adjustments to Scottish Government funding are summarised in Table 4 below.

Table 4: Movement in Scottish Government Funding

	2018/19	2019/20	2020/21	Total
	£'000	£'000	£'000	£'000
Settlement Implications	2,740			2,740
Adjustments (23 January 2018) - see para 2.5	971			971
Adjustments (31 January 2018) - see para 2.7	4,354			4,354
Updated Funding Position	8,065			8,065

- 2.9 This latest adjustment to the amount of Scottish Government funding results in a cash increase of 0.4% in 2018/19.
- 2.10 Based on the updated information issued by the Scottish Government on 23 January 2018 and revised Pupil Equity Funding announced on 29 January 2018, the total revenue funding being made available to Perth and Kinross Council in 2018/19 is £244.472 million (see Table 5 below).

Table 5: Scottish Government Grant Funding 2018/19 – Perth and Kinross Council

(Finance Circular 5/2017 – 14 December 2017, Updated 23 January and 31 January 2018)

	Total
	£m
General Revenue Funding	190.744
Ring Fenced Grants	1.775
Non-Domestic Rates Income	51.953
Total: Revenue Funding	244,472

Other Adjustments

- 2.11 On 7 February 2018, the SP&R Committee approved “Building Ambition – a Blueprint for a 21st Century Council” (Report No 18/45 refers). This report included changes to the Chief Officer structure and will deliver additional, recurring, full year savings of £300,000.
- 2.12 During December 2017 and early January 2018, the Public Transport Unit carried out a detailed analysis of the recent public transport tender exercise. The tender exercise includes both school transport and local bus services and will deliver significant savings to the Council of £1,050,000 which can be included in future years’ Revenue Budgets. These savings are based on current levels of service provision. The Public Transport Unit will be awarding transport contracts on behalf of the Council in line with the approved Council Revenue Budget.
- 2.13 The implications of the review of the Chief Officer structure and the public transport tender exercise are summarised in Table 6 below.

Table 6: Other Adjustments

	2018/19	2019/20	2020/21	Total
	£'000	£'000	£'000	£'000
Senior Management Review	230	70		300
School Transport Tender	600			600
Local Buses Services Tender	450			450
Total: Other Adjustments	1,280	70		1,350

- 2.14 The cumulative impact of all the above adjustments is to increase the level of Revenue Budget headroom available to the Council over the period 2018/19 to 2020/21 from £2,745,000, as reported to Council on 20 December 2017, to £8,990,000 as summarised in Table 7 below.

Table 7: Revised Headroom Position

	2018/19	2019/20	2020/21	Total
	£'000	£'000	£'000	£'000
Pressures in Excess of Savings	(523)	(1,457)	(175)	(2,155)
Settlement Implications	8,065			8,065
2018/19 Pay Award	(1,800)	(900)	(900)	(3,600)
Funding Options	1,496	1,857	1,977	5,330
Other Adjustments	1,280	70		1,350
Revenue Budget Headroom (potential)	8,518	(430)	902	8,990

- 2.15 The Scottish Government have not provided any funding information beyond 2018/19 and, therefore, the assumptions on levels of funding included in the 2019/20 and 2020/21 Provisional Revenue Budgets are based on the assumptions set out in the Medium Term Financial Plan approved by Council on 4 October 2017 (Report No. 17/317 refers).
- 2.16 By continuing to plan for the medium term the Council provides authority for officers to roll out a programme of significant change (including transformation) aimed at protecting front line services in Perth and Kinross.

3. 2018/19, 2019/20 AND 2020/21 PROVISIONAL REVENUE BUDGETS

2018/19 Provisional Revenue Budget – February 2016 & February 2017

- 3.1 The Council agreed an updated Provisional Revenue Budget and indicative Council Tax level for 2018/19 on 22 February 2017 (Report No. 17/47 refers). This update was based on the 2018/19 Provisional Revenue Budget that was first approved by Council on 11 February 2016 (Report No. 16/51 refers).
- 3.2 Table 8 below sets out the total pressures and savings for 2018/19 approved by the Council in February 2016 and February 2017.

Table 8: Pressures and Savings – February 2016 & 2017

	2018/19		Total
	Feb 2016	Feb 2017	
	£'000	£'000	£'000
Expenditure Pressures	3,936	1,427	5,363
Service Savings	(4,365)	(2,946)	(7,311)

Process for Preparing the Provisional Revenue Budgets for 2018/19, 2019/20 and 2020/21

- 3.3 The process for updating the Provisional Revenue Budget for 2018/19 and preparing new Provisional Revenue Budgets for 2019/20 and 2020/21 was summarised in the Medium Term Financial Plan report considered by Council on 4 October 2017 (Report No. 17/317 refers) and Revenue Budget 2018/19, 2019/20 and 2020/21 – Report No. 1 to Council on 20 December 2017 (Report No. 17/414 refers).
- 3.4 Each Service has prepared a Revenue Budget submission or “Executive Summary” for 2018/19, 2019/20 and 2020/21. The submissions set out movements to the 2018/19 Provisional Revenue Budget (approved in February 2016 and February 2017) and new expenditure pressures and savings proposals for 2019/20 and 2020/21. These set out anticipated expenditure pressures and savings proposals.

- 3.5 In addition, Services were asked to contribute towards an updated corporate savings target for 2018/19 and new targets for 2019/20 and 2020/21 to fund corporate pressures such as increased funding reductions and pay award assumptions. These Service submissions were first issued to all Councillors on 18 December 2017. The updated submissions are attached at Appendix D to this report.
- 3.6 The Provisional Revenue Budgets for 2018/19, 2019/20 and 2020/21 are predicated on maintaining the same levels of service delivery reflected in the Provisional Revenue Budget approved in February 2016 and February 2017 (Report Nos 16/51 and 17/47 refer) with the exception of the specific issues identified within this report or in the Revenue Budget Executive Summaries contained at Appendix D.
- 3.7 In updating Executive Summaries, Services were required to assess and document the potential impact of expenditure pressures (where applicable) and savings proposals against the following criteria:
- Fairness – including the potential socio-economic impact on vulnerable individuals and groups.
 - Workforce – including information on numbers of employees affected, vacancies, staff turnover and fixed term contracts.
 - Customers – including information on the effect on all customers /stakeholders (both external and internal).
 - Equalities/Diversity – ensuring that any statutory equalities issues are considered.
 - Outcome & Performance – identifying any significant impact on the Local Outcomes Improvement Plan and/or Service Business Management and Improvement Plans.
- 3.8 The Provisional Revenue Budgets for 2018/19, 2019/20 and 2020/21 are set out in detail in Appendix B to this report. This includes confirmation of the levels of Revenue Budget Headroom of £8,518,000, £(430,000) and £902,000 in 2018/19, 2019/20 and 2020/21 respectively.
- 3.9 Revenue Budget headroom provides capacity for the Council to either reject recurring savings proposals or fund additional expenditure pressures (on either a recurring or non-recurring basis).
- 3.10 Elected Members should be aware that there may be delays in the use of Revenue Budget headroom for additional expenditure proposals and some of the activity may slip into future financial years. Elected members should also be aware that additional projects introduced through the use of the Revenue Budget headroom may require a commensurate increase in staffing capacity to deliver them.

- 3.11 The Council is reminded that the Provisional Revenue Budgets, as set out in Appendix B are based upon the assumption that all of the expenditure pressures and all of the savings proposals within the Executive Summaries attached as Appendix D and the proposals in Table 8 are approved.
- 3.12 **ACTION: The Council is asked to approve the Updated Provisional Revenue Budget for 2018/19 and the Provisional Revenue Budgets for 2019/20 and 2020/21 as set out in Appendix B.**
- 3.13 The Provisional Revenue Budgets have been prepared based upon the information currently available, both in terms of financial resources and anticipated Service delivery pressures. The analysis reflects the judgement of the Council Officers concerned and has been reviewed by the Council's Executive Officer Team. There is, however, a risk that these assumptions may require to be revised in due course as part of the ongoing monitoring of Council expenditure and income.
- 3.14 The potential workforce implications identified within the Executive Summaries include vacant posts and will be influenced by turnover, including voluntary severance. The Council's positive and proactive approach to workforce management is designed to mitigate the impact on its people, including investment in skills for the future, retraining, support to take on new job roles, career coaching and building resilience.

2018/19, 2019/20 & 2020/21 Fees and Charges

- 3.15 The savings proposals set out in Appendix D contain details of proposed increases to existing levels of charges and the introduction of new charges to contribute towards protecting service delivery. Full details of future charges are set out in Appendix E with commentary on individual Services below.
- 3.16 The annual review of charges considers a number of factors including an assessment of previous year's income levels, trends in user demand, inflationary pressures, savings targets, alternative charging structures and the potential impact on vulnerable groups.
- 3.17 All fees and charges should be set in line with the approved individual charging policy and fall into one of the following categories set out in Table 9 below.

Table 9: Charging Categories

Charging Strategy	Objective
Commercial Charges	The Council aims to cover the cost of providing the service and make a surplus.
Full Cost Recovery	The Council aims to cover the cost of providing the service from those who use it.

Subsidised	The Council wishes users of the service to make a contribution to the costs of providing it. This might meet a service objective or allow competition with other providers.
Free	The Council chooses to make the service available at no charge to meet a service objective.
Statutory	Charges are determined in line with legal requirements.

Education & Children's Services

- 3.18 Education and Children's Services (ECS) review their charges annually and, in the main, apply an inflationary increase to most areas.
- 3.19 Material changes to current charges are set out below with more detailed information in Appendix E (i).
- Music Instruction (IMS) and Central Groups
 - School Meals
 - Breakfast Clubs
 - Childcare Strategy Services
 - School Lets Charges including AstroTurf and Perth High School Community Sports Hub
 - Community Campus Let Charges
 - Consultancy and Staff Development Charges
 - Wellbank House – Rents
- 3.20 The charges summarised above, and set out in more detail in Appendices D & E (i) are included within the Provisional Revenue Budgets for 2018/19, 2019/20 and 2020/21.

Corporate & Democratic Services

- 3.21 There are a number of charges levied by Corporate & Democratic Services which are set independently. For example some registration service charges are set by the Registrar General and licensing fees are set by the Licensing Board or Licensing Committee in line with prescribed limits. The majority of the fees that are set under statute are at the maximum level permitted.
- 3.22 The full list of charges for 2018/19 is set out in Appendix E (ii) which includes proposals to introduce / increase charges to ALEO's (Arm's Length External Organisations) and other partner organisations for professional services.

Housing & Community Safety

- 3.23 The Housing & Community Safety charges for 2018/19 were approved at the Housing & Communities Committee on 24 January 2018 (Report No. 18/16 refers). These were included alongside the Housing Revenue Account Rent Strategy.

Health & Social Care

- 3.24 Charging is not a function delegated to the Integration Joint Board and remains with the Council. This section deals with the different ways in which adult social work and social care services are charged for by Perth & Kinross Council.
- 3.25 The proposed charges from 2018/19 are set out in detail in Appendix E (iii) with further commentary as follows.
- 3.26 In terms of the charges levied for Perth & Kinross Council run care homes, the proposed charge of £903.41 is based on the existing level of provision. Changes to the existing level of provision resulting from decisions taken by Perth & Kinross Integration Joint Board may have an impact on rates in the future and these will be reported to future meetings of the Strategic Policy & Resources Committee.
- 3.27 In February 2016, Council agreed to adopt the recommended CoSLA income thresholds for care and support services at home from April 2018; as shown in Table 10 below:

Table 10: Disregard Thresholds

Client Group	2017/18		2018/19
	CoSLA	PKC	
Person below state Pension age	£133 per week	£200 per week	£134 per week
Person of state Pension age	£200 per week	£200 per week	£204 per week

- 3.28 Moving to the CoSLA recommended income thresholds is estimated to generate additional income of approximately £300,000 in 2018/19 to support the provision of social care services. The projected full year effect of this change is additional income of approximately £800,000. Clients affected by the change will be offered a visit to discuss the impact on them between April and June 2018; and this change will be implemented from 1 October 2018.

The Environment Service

- 3.29 The Environment Service provides a diverse and wide range of chargeable services to the public and business community, ranging from burials and planning fees to parking and commercial waste. The charging strategy and specific proposals for 2018/19 are set out below with a detailed breakdown of the proposed charges to be levied with effect from 1 April 2018 in Appendix E(iv) and include a 3% increase in non-statutory charges for 2018/19.

- 3.30 The charging arrangements are based on a combination of legislative requirements, national policy guidance, market competition and local guidance. As a result, there is a mix of discretionary and non-discretionary charges levied by The Environment Service.
- 3.31 Material changes to current charges are set out below with more detailed information in Appendix D.
- Commercial & Domestic Waste
 - North Inch Golf Course
 - Pre-application advice on planning applications
 - Pre-validation checks for planning applications
 - Road Construction Consent
 - Vehicular Access
 - Road Network Commercial Permit Charges

Revenue Budget Flexibility

- 3.32 The Council has an approved Revenue Budget Flexibility Scheme (Report No. 01/306 refers) which allows certain Service under and over spends from one financial year to be carried forward to future financial years subject to Council approval.
- 3.33 The proposed use of Revenue Budget Flexibility (£3,188,000) is reflected within the Updated Provisional Revenue Budget for 2018/19 and set out in detail at Appendix C to the report.
- 3.34 **ACTION: The Council is requested to approve the use of Revenue Budget Flexibility as set out in Appendix C to the report.**

Perth and Kinross Integration Joint Board

- 3.35 Revenue Monitoring Report Number 2, considered by the Strategic Policy and Resources Committee on 29 November 2017 included an update on the latest projected outturn for Health & Social Care (Report No. 17/388 refers). This report identified a projected under spend of £2,564,000 on health and social care activity. The SP&R Committee agreed that, for financial management purposes, the eventual under spend in 2017/18 (currently projected at £2,564,000) is earmarked in the Council's Reserves to support future health and social care activity.
- 3.36 In demonstrating continued commitment to health and social care, the Council's 2018/19 Provisional Revenue Budget includes the allocation of £1,840,000 of the current year under spend and £248,000 from 2016/17 to support the delivery of health and social care in the future. The balance of £724,000 from the current year is also earmarked within the Council's Reserves to further contribute towards the transformation of health and social care, including any workforce management costs as a result of future modernisation and service redesign. These figures are subject to

confirmation of the 2017/18 year end position and are also included in the Reserves Strategy (Report No. 18/48 refers).

- 3.37 **ACTION: The Council is requested to approve the application of £2,088,000 to Perth & Kinross Integration Joint Board (subject to confirmation of the 2017/18 year-end position).**
- 3.38 The 2017/18 budget for health & social care is £48,898,000. The proposal at paragraph 3.37 above will result in a 2018/19 budget for health and social care of £49,115,000. This represents a cash uplift of £217,000 or 0.4% which is consistent with the cash uplift in funding the Council will receive from the Scottish Government in 2018/19 - see paragraph 2.9 above.
- 3.39 **ACTION: The Council is requested to approve the contribution to Perth & Kinross Integration Joint Board of £49,115,000 (which includes the funding identified at 3.37 above) that is included in the 2018/19 Provisional Revenue Budget.**

Medium Term Financial Plan

- 3.40 The Council's Medium Term Financial Plan (MTFP) places the development of budgetary strategy in the context of delivering the Council's key outcomes and considers the financial and process risks considered in the management of the Council's finances (Report No. 17/317 refers). The Medium Term Financial Plan is subject to regular review and the updated plan will be submitted, in due course, to a future meeting of the Council for further consideration.
- 3.41 The MTFP is designed to inform the direction of travel of the Council for financial planning purposes. As individual Services develop detailed budget proposals the broad assumptions included in the MTFP will be superseded by more detailed analysis of individual cost pressures and the identification of savings options. The refinement of these assumptions is included in the Provisional Revenue Budgets for 2018/19, 2019/20 and 2020/21.
- 3.42 The key elements of the Medium Term Financial Plan, in addition to the General Fund Revenue Budget, are summarised below.

Composite Capital Budget

- 3.43 In previous years the Council has also considered the Capital Budget in February. However given that the Council is currently awaiting an announcement on the Tay Cities Deal, it is recommended that the Council 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.
- 3.44 The 2018/19, 2019/20 and 2020/21 Provisional Revenue Budgets include funding to deliver the existing approved level of Capital investment as set out in Capital Monitoring Report No.3 which was considered by the Strategic Policy and Resources Committee on 7 February 2018 (Report No. 18/41

refers). Any additional Capital expenditure, beyond this level, subsequently approved by Council will require to be financed by an adjustment to the Revenue Budget.

- 3.45 Capital Monitoring Report No.3 also identified £236,000 of additional General Capital Grant that could be applied in 2018/19. These additional resources can be applied when the Council updates the Capital Budget in June 2018.
- 3.46 **ACTION: The Council is asked 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.**
- 3.47 **ACTION: The Council is asked to agree that the additional General Capital Grant of £236,000 is allocated when the Capital Budget is considered by Council in June 2018.**

General Fund Reserves Strategy

- 3.48 The strategy under-pinning the use of the Council's General Fund Revenue Reserves is an integral part of the development of both the Revenue and the Composite Capital Budget. The Reserves Strategy is the subject of a separate report to this special meeting of the Council (Report No. 18/48 refers).

Housing Revenue Account

- 3.49 The final Housing Revenue Account (HRA) Revenue Budget for 2018/19 and Five Year Capital Investment Programme and Rent Strategy to 2022/23 were approved by the Housing and Health Committee on 24 January 2018 (Report No. 18/16 refers). The Committee approved the recommendation of an average weekly rent increase for 2018/19 of 2.2% or £1.45 per week in accordance with the requirements of the Council's approved Housing Business Plan including supporting investment in new council housing.

4. **COUNCIL TAX**

Council Tax Collection Rate

- 4.1 It is recommended that the current budgeted collection rate of 98% be maintained in determining the 2018/19 Final Revenue Budget and 2019/20 and 2020/21 Provisional Revenue Budgets. This target, whilst challenging, is supported by the Council's collection performance over recent years and represents a realistic budgeted collection rate.
- 4.2 The level of Council Tax recovered in the year of billing was 97.3% in 2016/17 (the latest audited statistics), but it takes on average a further 5 years to reach or exceed a collection level of 98%. The Council remains committed to sustaining and improving performance in respect of all its income recovery activities.

- 4.3 It should, however, be noted that there remains a risk of reduced collection levels due to increases in the level of the tax, the economic environment; changes in legislation in relation to debt recovery and welfare reform.

Council Tax Base

- 4.4 The number of chargeable band D equivalent dwellings for Council Tax purposes, the Council Tax base (after adjusting for assumed non-collection of 2%), is estimated to be 69,079 in 2018/19, 69,694 in 2019/20 and 70,259 in 2020/21.
- 4.5 The Council's tax base is regularly reviewed, based upon an analysis of recent trends, and adjusted for anticipated growth in the number of dwellings as well as increases in the number of discounts and exempt dwellings.

Scottish Water Charges

- 4.6 The Council has received notification from Scottish Water that water and wastewater charges for 2018/19 will increase by 1.6%. This results in a band D equivalent charge in 2018/19 for water and wastewater from Scottish Water of £437.40, an increase of £6.84 (£430.56 in 2017/18).
- 4.7 Scottish Water charges for water and wastewater will continue to be charged using the multiplier that was in place prior to 1 April 2017.

5. WORKFORCE PLANNING

- 5.1 The Council has reduced the size of its workforce over the last five years. This has been achieved using workforce planning measures which include vacancy management, fixed term contracts and the non-filling of vacancies arising from turnover, including retirements and voluntary severance. These measures are now well-embedded within the Council and will continue.
- 5.2 The Council continues to transform and modernise its services as part of the public service reform agenda and to meet the challenges associated with reduced funding and growing service demand. The Council has updated its Transformation Programme and each transformation project incorporates an assessment of the workforce implications of any changes in service delivery which, in turn, will shape our workforce planning and management measures in future.
- 5.3 The Council's approach is based on a business-workforce dialogue framework which uses as its starting point the local outcomes and priorities set out within the Corporate Plan. It then considers choices about the Council's role in service delivery, plans for service redesign and transformation, delivery models, organisational culture, leadership and change management, workforce demand and workforce supply. Underpinned by the Council's Learn Innovate Grow philosophy, this process will help identify the skills and attributes it requires in the future and inform the updating of the workforce plans. A new Corporate Workforce Plan for 2018-21 will be submitted to the Council for approval at the meeting on 28 February 2018.

- 5.4 Continuing this proactive approach, on 4 October 2017, the Council approved the terms for promoting a further Voluntary Severance Scheme (Report No. 17/317 refers). This continues the reshaping of the workforce to meet the predicted medium term financial challenges and facilitates service redesign, transformation and efficiencies. The voluntary severance scheme is a core part of the Council's workforce management measures which maximise the opportunities for workforce change over the medium term while, as far as possible, protecting people; the need to manage change in a consensual way in partnership with employees and trade unions as well as the importance of giving greater choice and support to employees.
- 5.5 The staff exiting the Council under this Voluntary Severance Scheme will leave between 31 March 2018 and 31 March 2020 and are in addition to the voluntary severance requests approved in February 2016 and February 2017.
- 5.6 All applications were assessed on an individual basis against :
- Affordability – must produce a saving within five years with maximum weighting where payback is achieved within two years.
 - Impact on service delivery and maintaining a balanced workforce.
- 5.7 The Executive Officer Team assessed 82 business cases for voluntary severance and have supported 40 applications and rejected 39 with 1 pending and a further 2 withdrawn by the applicants. The potential costs and savings from the supported applications are set out in Table 11 below. These costs and savings are subject to change based on the final decisions of the Council in relation to the savings options set out in Appendix D.

Table 11: Potential Costs and Savings of Voluntary Severance Scheme Applications

	No.	Total Cost (One-Off) £'000	Total Savings (Full Year) £'000
Total Number of Supported Applications	40	877	1,184
Cumulative Saving to 2022/23			5,920

- 5.8 The implications for service delivery of approving the applications are summarised in the individual Service savings options set out in Appendix D.
- 5.9 The Audited Annual Accounts for 2016/17, which were approved by Council on 4 October 2017, included £13.682 million of earmarked Reserves towards Transformation (including Workforce Management) (Report No. 17/315 refers). The adjustments to Service budgets for the upfront costs of approving these voluntary severance requests will be included in Revenue Monitoring Report No.4 which will be considered by the Strategic Policy and Resources Committee in April 2018.

- 5.10 The Strategic Policy and Resources Committee of 12 June 2013 considered an Accounts Commission report into Managing Early Departures from the Scottish Public Sector (Report No. 13/289 refers).
- 5.11 Perth & Kinross Council's application of early retirement and voluntary severance complies in full with the principles of good practice set out in the Accounts Commission report.

6. BUDGET CONSULTATION EXERCISE

- 6.1 The Council undertook a budget consultation exercise with local residents between 15 December 2017 and 4 February 2018. The consultation web page received 382 unique views by the public (not including internal staff views). This is a similar level to last year (370). Overall, there were 736 completed surveys, this shows a significant increase on the last two years (332 in 2017, 91 in 2016) and indicates a growing public interest in how the Council budgets for services.
- 6.2 Appendix F includes a report summarising the findings of the consultation exercise.

7. RISK ASSESSMENT

- 7.1 Determining the Revenue Budget requires consideration of the strategic, operational and financial risks potentially facing the Council. Both the uncertainty of future events and resource constraints make it impractical to mitigate against all potential risks. In developing its medium term financial plan, the Council must also be aware of the sustainability of its expenditure proposals. Significant risks, which are of relevance in determining the Revenue Budget, are outlined below.
- 7.2 The General Fund Reserves Strategy is integral to supporting the Council's approach to the management of financial risk. The following comments on the most significant risks identified in preparing the Revenue Budget require to be considered in conjunction with the Reserves Strategy which is the subject of a separate report to this special meeting of the Council (Report No 18/48 refers).

Local Government Funding Beyond 2018/19

- 7.3 The Council has no information on funding levels from the Scottish Government beyond 2018/19. This presents a significant risk to the Provisional Revenue Budgets for 2019/20 and 2020/21. There is also uncertainty as to whether the additional Scottish Government revenue funding of £4,354,000 announced on 31 January 2018 is recurring or non-recurring. In the absence of confirmation, at this time, this report and the 2018/19 Provisional Revenue Budget have been prepared on the CoSLA assumption that this funding is recurring.

- 7.4 It is very difficult to estimate the probability of various levels of reductions with any certainty. The magnitude of the reductions will be influenced by many aspects of the wider economic climate and UK and Scottish Government policies. Scottish Local Government has experienced reductions in funding that are greater than most other parts of the Scottish public sector. The 2019/20 and 2020/21 Provisional Revenue Budgets has been constructed on the basis of projections on levels of Scottish Government funding (General Revenue Grant and Non-Domestic Rates) from the Fraser of Allander Institute issued in Autumn 2017. There is a real risk that these assumptions may prove to be too optimistic placing further pressure on future year's Revenue Budgets.
- 7.5 The potential for cash and real terms reductions in future funding beyond financial year 2018/19 is therefore considered to represent a risk in the management of the budget over the medium term.
- 7.6 Once inflation and demand is included these factors may result in further significant real terms reductions in funding to the Council over the medium term at a time of rising demand for Council services.
- 7.7 In view of this, the Council is advised to consider a prudent approach in applying unallocated budgeted resources towards recurring expenditure proposals in the 2018/19, 2019/20 and 2020/21 Provisional Revenue Budgets.
- 7.8 In addition there is no information on the possible sanctions which may be attached to the local government finance settlement beyond 2018/19. There are particular risks around the assumptions included in the 2018/19, 2019/20 and 2020/21 Provisional Revenue Budgets in relation to teacher numbers, the funding of future Living Wage rates and increases in Council Tax.

Scottish Government Budget 2018/19

- 7.9 At this time (8 February 2018) the Scottish Parliament has not yet formally approved the budget for 2018/19. There is a risk that the final budget approved by the Scottish Parliament alters the funding available to local government which would have an impact on the Council.

Corporate Transformation Projects

- 7.10 There are a number of corporate transformation projects (including property asset management, procurement / mobile working and PKC MyAccount) which are included in the 2018/19, 2019/20 and 2020/21 Provisional Revenue Budgets. There is inevitably a degree of uncertainty about the ability of the Council to achieve significant savings in the short to medium term as these projects are implemented.

Service Transformation Projects

- 7.11 All Services include projected Revenue Budget savings from previously approved Service specific transformation projects. In line with the corporate projects, more certainty on these savings will materialise as the projects are progressed.

Number of Band D properties

- 7.12 The 2018/19, 2019/20 and 2020/21 Provisional Revenue Budgets assume growth in the number of band D equivalent properties. These assumptions are based on levels of growth currently being experienced. If these levels of growth in the number of properties do not continue there is a risk to the budgeted level of Council Tax income.

Savings based on reshaping the teaching workforce

- 7.13 There are a number of savings proposals set out in Appendix D which are based on a reduction in teacher numbers. Currently the terms of the Settlement offer for 2018/19 include a requirement for “local authorities to achieve a pupil: teacher ratio of 13.7” or risk an “inevitably less favourable offer” from the Scottish Government.

Implementation of Welfare Reform

- 7.14 At this time it is still not possible to fully estimate the potential financial impact on Council Services and budgets of Welfare Reform with any accuracy.
- 7.15 Full Service Universal Credit has been rolled out in a limited number of areas across Perth and Kinross. From January 2018, Universal Credit Live, which only affects single applicants who are fit for work, is no longer available in the remaining areas of Perth and Kinross and these areas have reverted to “legacy benefits” which are the benefits that Universal Credits will replace. From June 2018, Full Service Universal Credit will be rolled out to all new claimants across Perth and Kinross for those making new claims to benefits.

Pay Award Assumptions

- 7.16 The 2018/19 Provisional Revenue Budget includes pay award assumptions in line with the statement of the Cabinet Secretary for Finance and the Constitution on 14 December 2017. This statement suggested pay awards of 3% (up to £36,500), 2% (between £36,501 and £80,000) and a flat rate of £1,600 (£80,001 and above). The 2019/20 and 2020/21 Provisional Revenue Budgets assume a 2% increase for both years.
- 7.17 There is a risk that the final outcome of national pay negotiations in 2018/19, 2019/20 and 2020/21 differs from the Council’s assumptions which could have a significant financial impact upon the Council.

Expenditure Pressures in 2019/20 and 2020/21

- 7.18 There is a risk that the assumptions in relation to the expenditure pressures in the 2019/20 and 2020/21 Provisional Revenue Budgets differ from what actually happens and that this has an impact on setting Final Revenue Budgets in those years.

Inflation

- 7.19 There is a risk that levels of Service specific inflation exceed budgeted provisions and that levels of general inflation cannot be contained within existing resources as is currently assumed within the Provisional Revenue Budgets. This risk is enhanced by the continued implementation of the National Living Wage, pressure to enhance wage rates paid by service providers and suppliers and the impact of the European Union referendum result and global uncertainty on the value of Sterling.

Current Economic Climate

- 7.20 There is a risk that both the Council's capacity to generate income, and the expenditure it incurs in meeting demand for its Services, may be less predictable in the current volatile economic climate.
- 7.21 In terms of income generation, there is a continued risk that Council Tax collection levels, commercial rental income and other areas of income generated by the Council may be further affected.
- 7.22 The economic climate may also increase demand for and expenditure on Council services. This risk will require to be managed within the Council's available resources.

8. CONCLUSION AND RECOMMENDATIONS

- 8.1 The Council is committed to medium term financial planning and as such has prepared Provisional Revenue Budgets for 2018/19, 2019/20 and 2020/21 during a period of significant financial challenge and uncertainty and against a backdrop of ongoing public sector reform.
- 8.2 The Council is requested to:
- 8.2.1 Approve the 2018/19, 2019/20 and 2020/21 Provisional Revenue Budgets as set out in **Appendix B** to the report – see para 3.12.
- 8.2.2 Approve a Council Tax collection rate of 98% in 2018/19, 2019/20 and 2020/21.
- 8.2.3 Approve the carry forward of resources from 2017/18 into 2018/19 under the terms of the Revenue Budget Flexibility scheme as set out in **Appendix C** to the report – see para 3.34.

- 8.2.4 Approve the application of £2,088,000 to Perth & Kinross Integration Joint Board (subject to confirmation of the 2017/18 year-end position) – see para 3.37.
- 8.2.5 Approve the contribution to Perth & Kinross Integration Joint Board of £49,115,000 (which includes the funding identified at 3.37 above) that is included in the 2018/19 Provisional Revenue Budget – see para 3.39.
- 8.2.6 Determine the Final Revenue Budget and Council Tax for financial year 2018/19.
- 8.2.7 Determine the Updated Provisional Revenue Budgets and Indicative Council Tax levels for 2019/20 and 2020/21.
- 8.2.8 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 – see para. 3.46.
- 8.2.9 Agree that the additional General Capital Grant of £236,000 is allocated when the Capital Budget is considered by Council in June 2018 – see para 3.47.

Author(s)

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

Approved

Name	Designation	Date
Stewart Mackenzie	Head of Finance	9 February 2018
Jim Valentine	Depute Chief Executive and Chief Operating Officer	10 February 2018

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 Revenue Budget Executive Summaries have been subject to an equalities assessment where appropriate.

3.2 Strategic Environmental Assessment

3.2.1 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals.

3.2.2 The information contained within this report has been considered under the Act. However, no action is required as the Act does not apply to the matters presented in this report.

3.3 Sustainability

3.3.1 Under the provisions of the Local Government in Scotland Act 2003 the Council has to discharge its duties in a way which contributes to the achievement of sustainable development. In terms of the Climate Change Act, the Council has a general duty to demonstrate its commitment to sustainability and the community, environmental and economic impacts of its actions.

3.3.2 The information contained within this report has been considered under the Act. However, no action is required as the Act does not apply to the matters presented in this report.

4. Consultation

4.1 Internal

- 4.1.1 The Chief Executive, Executive Officer Team and Corporate Human Resources Manager have been consulted in the preparation of the Provisional Revenue Budgets for 2018/19, 2019/20 and 2020/21.

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 A – Letter from Minister for Finance and the Constitution dated 31 January 2018.
- Appendix B – Provisional Revenue Budgets for 2018/19, 2019/20 & 2020/21.
- Appendix C – Revenue Budget Flexibility Scheme – Proposed Carry Forwards from 2017/18
- Appendix D – Service Pressures and Savings
- Appendix E – Fees and Charges – 2018/19:
- i. Education & Children's Services
 - ii. Corporate & Democratic Services
 - iii. Health & Social Care
 - iv. The Environment Service
- Appendix F – Budget Consultation Exercise



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Copy to: Leaders of all Scottish local authorities

31 January 2018

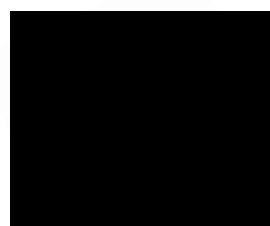
Dear Alison,

In the Budget Bill Stage 1 debate in Parliament today I announced a significant additional investment in local services, including extra resources to be made available to local government.

Subject to Parliamentary approval in the final stages of the Budget Bill and Local Government Finance (Scotland) Order 2018, I can confirm that I propose to allocate additional resource funding to support local government services. This additional resource will amount to £159.5 million and is added to the sums previously confirmed in my offer letter of 14 December 2017 for 2018-19. The funding will be paid in two tranches, with the first tranche of £34.5 million paid as a redetermination to the General Revenue Grant in the final week of 2017-18 and the remaining £125 million over the course of 2018-19.

I also confirmed my proposal to allocate an additional £10.5 million to Shetland and Orkney Island Councils in 2018-19, which will be paid by way of a specific resource grant, to support inter-island ferry services.

Set out in the Appendix to this letter are details of the additional allocations to individual local authorities, through the normal formula distribution for the £159.5 million and to be spent at the discretion of individual councils, together with the specific resource grant of £10.5 million for ferry services to Shetland and Orkney Island Councils.



DEREK MACKAY

ADDITIONAL LOCAL GOVERNMENT FUNDING ALLOCATIONS

Local Authority	2018-19 Shares of GAE plus SINA	2017-18 Additional Funding	2018-19 Additional Funding	Total General Revenue Grant	Support for Ferries (Specific Grant)	Total Additional
	%	£m	£m		£m	£m
Aberdeen City	3.51	1.211	4.388	5.599	0.000	5.599
Aberdeenshire	4.86	1.676	6.071	7.747	0.000	7.747
Angus	2.18	0.751	2.723	3.474	0.000	3.474
Argyll & Bute	1.81	0.624	2.260	2.884	0.000	2.884
Clackmannanshire	0.94	0.325	1.177	1.502	0.000	1.502
Dumfries & Galloway	2.99	1.031	3.736	4.767	0.000	4.767
Dundee City	2.78	0.961	3.481	4.442	0.000	4.442
East Ayrshire	2.26	0.780	2.825	3.605	0.000	3.605
East Dunbartonshire	2.07	0.715	2.591	3.306	0.000	3.306
East Lothian	1.90	0.654	2.369	3.023	0.000	3.023
East Renfrewshire	1.97	0.681	2.468	3.149	0.000	3.149
Edinburgh, City of	7.77	2.682	9.717	12.399	0.000	12.399
Eilean Siar	0.76	0.262	0.948	1.210	0.000	1.210
Falkirk	2.91	1.004	3.637	4.641	0.000	4.641
Fife	6.83	2.357	8.540	10.897	0.000	10.897
Glasgow City	11.07	3.818	13.833	17.651	0.000	17.651
Highland	4.71	1.626	5.890	7.516	0.000	7.516
Inverclyde	1.52	0.523	1.897	2.420	0.000	2.420
Midlothian	1.65	0.569	2.061	2.630	0.000	2.630
Moray	1.73	0.595	2.157	2.752	0.000	2.752
North Ayrshire	2.68	0.925	3.353	4.278	0.000	4.278
North Lanarkshire	6.38	2.202	7.978	10.180	0.000	10.180
Orkney	0.71	0.245	0.889	1.134	5.500	6.634
Perth & Kinross	2.73	0.942	3.412	4.354	0.000	4.354
Renfrewshire	3.28	1.132	4.101	5.233	0.000	5.233
Scottish Borders	2.22	0.767	2.780	3.547	0.000	3.547
Shetland	0.80	0.275	0.995	1.270	5.000	6.270
South Ayrshire	2.11	0.728	2.638	3.366	0.000	3.366
South Lanarkshire	5.95	2.053	7.440	9.493	0.000	9.493
Stirling	1.77	0.609	2.208	2.817	0.000	2.817
West Dunbartonshire	1.77	0.610	2.208	2.818	0.000	2.818
West Lothian	3.38	1.167	4.229	5.396	0.000	5.396
Scotland	100.00	34.500	125.000	159.500	10.500	170.000

PROVISIONAL REVENUE BUDGET

	2018/19 <u>£000</u>	2019/20 <u>£000</u>	2020/21 <u>£000</u>
Education & Children's Services	160,832	157,867	157,543
The Environment Service	53,334	49,305	49,215
Housing & Community Safety	14,421	13,968	13,789
Corporate & Democratic Services	15,442	14,272	14,083
Culture & Leisure	9,274	8,803	8,901
Sub-Total: Service Budgets	253,303	244,215	243,531
<u>Corporate Budgets</u>			
Health & Social Care Partnership	49,115	45,779	45,642
Contribution to Valuation Joint Board	1,145	1,145	1,145
Capital Financing Costs	17,651	17,651	17,651
Interest on Revenue Balances	(200)	(200)	(200)
Contribution to/(from) Capital Fund	1,626	1,626	1,626
Contribution to Insurance fund	200	200	200
Tayside Contracts Surplus	(350)	(350)	(350)
Support Service External Income	(1,888)	(1,888)	(1,888)
Unfunded Pension Costs	1,595	1,595	1,595
Discretionary Relief	150	150	150
2019/20 Pay Award Assumptions	0	4,100	4,100
2020/21 Pay Award Assumptions	0	0	4,100
Apprenticeship Levy	680	680	680
Council Tax Reduction Scheme	6,499	6,499	6,499
Sub-Total: Corporate Budgets	76,223	76,987	80,950
Net Expenditure (General Fund)	329,526	321,202	324,481
<u>Financed By:</u>			
Council Tax	(84,000)	(87,257)	(90,634)
Council Tax Second Home / Long Term Empty Properties	(1,300)	(1,300)	(1,300)
Total Revenue Funding	(244,472)	(240,277)	(241,421)
Capital Grants	(1,400)	(1,400)	(1,400)
Budget Flexibility (see Appendix C)	(3,188)	0	0
Budget Flexibility (Approved February 2017)	(550)	0	0
Balances	(3,134)	944	1,284
Surplus Resources	(8,518)	(8,088)	(8,990)

Revenue Budget Flexibility Scheme - Proposed Carry Forwards from 2017/18

	Under Spend to be Carried Forward from 2017/18	Proposed Utilisation of Resources in 2018/19
	£'000	£'000
Education & Children's Services		
Proposed Carry Forward of 2017/18 Savings	1,070	
Rephasing of Approved Savings There has been a rephasing of some of the savings associated with the transformation projects including the Review of Catering Services, Securing the Future of the School Estate and also a rephasing of the savings associated with the Reduction in Tayside Contracts Facility Management Contract for Schools. This budget flexibility proposal provides the Service with time required to implement the approved savings proposals.		840
Virtual Learning Campus The development of a Virtual Learning Campus has had to be rephased to take place in 2018/19 because of difficulties in recruiting staff to lead the work. The funding for this project is non-recurring and therefore requires to be carried forward.		100
Getting It Right For Every Child (GIRFEC) The Scottish Government provided non-recurring funding to provide staff development and training on relevant aspects of the Children & Young People (Scotland) Act 2014. This training requires to be delivered to all relevant staff as each new piece of the legislation is finalised. This funding will also support an important new child protection initiative.		130

Revenue Budget Flexibility Scheme - Proposed Carry Forwards from 2017/18

	Under Spend to be Carried Forward from 2017/18	Proposed Utilisation of Resources in 2018/19
The Environment Service		
Proposed Carry Forward of 2017/18 Savings	1,446	
Rural Broadband Match funding to improve rural broadband provision, part funded by Leader programme.		100
European Social Funding Match funding to support employability initiatives (Skills Academy and Wage Incentive programmes).		172
Creative Exchange Carry forward of funding towards delivery of the Creative Exchange project, scheduled to commence 2018/19.		50
Structures Carry forward of funding to complete programme of inspection and testing of Perth bridges.		102
Flood Studies Carry forward of funding towards flood studies in Aberfeldy.		70
Smart City Operations Match funding towards the CCTV City Operations Centre project, part funded by European Regional Development Fund (ERDF).		120
Footpaths Carry forward of funding for programme of footpath works.		75
River Ericht Riverbank Carry forward of funding to complete remediation works in Spring 2018. Delay due to restricted diver access to the river.		50

Revenue Budget Flexibility Scheme - Proposed Carry Forwards from 2017/18

	Under Spend to be Carried Forward from 2017/18	Proposed Utilisation of Resources in 2018/19
Community Led Transport Scheme Carry forward of funding to support a programme of community led transport schemes in 2018/19.		50
Animal Welfare Carry forward of funding to meet remaining cost of temporary Dog Control Officer to July 18.		9
Energy Performance Certificates Funding to complete programme of building energy performance certificates (statutory requirement).		19
Fleet Wash Bay Areas Carry forward of funding to complete fleet wash bay area works at Friarton depot.		30
Tay City Deal - Empowered Tay Funding to provide temporary senior management support to deliver on the Council's commitment to the Tay City Deal.		130
Corporate Property Asset Management Transformation Review Carry forward of funding to contribute towards approved savings target in 2018/19. Options for meeting the savings target on a sustainable basis will be presented to Committee in the new financial year.		469

Revenue Budget Flexibility Scheme - Proposed Carry Forwards from 2017/18

	Under Spend to be Carried Forward from 2017/18	Proposed Utilisation of Resources in 2018/19
Housing & Community Safety		
Proposed Carry Forward of 2017/18 Savings	411	
Provisional Revenue Budget 2018/19 Contribution towards 2018/19 Provisional Revenue Budget		249
Credit Union - Poverty Prevention and Modern Apprentice To fund the cost of an additional 300 budget cards for the most financially vulnerable people of Perth & Kinross to become more financially aware and less susceptible to payday loans. This card will allow the credit union to accept the payment of all benefits and universal credits into the individual's account and are then, as instructed by the individual, to pay the critical bills such as rent, council tax, and energy bills with the remainder of their money being available on a budget card. This scheme currently has 291 people supported through the use of this card. In addition to the budget cards, funding is also sought for:- Freedom Loans with the funding enabling the Credit Union to lend to the most vulnerable cases who are in dire need of credit. This work prevents people from falling foul of high interest schemes which create greater debt and increases their poverty. Modern Apprentice Post – The Credit Union offers a unique placement opportunity for a modern apprentice post for 12 months. This post has been funded and supported previously by the Council with a positive impact for the young person who went on to find permanent employment on completion of the apprenticeship. A new MA is required by the Credit Union to help meet the increasing level of administration as their business grows.		48

Revenue Budget Flexibility Scheme - Proposed Carry Forwards from 2017/18

	Under Spend to be Carried Forward from 2017/18	Proposed Utilisation of Resources in 2018/19
Homefirst Private Sector Activities To seek additional funding for 3 Private Sector Officers for 12 months until March 2019 to continue the work with the private sector in increasing the range of opportunities available for tenants such as Rent Bond Guarantee Scheme. This private sector activity played an important part in delivering the Home First Savings of £676,000 by increasing the throughput of customers into the private-sector by 20% to help offset the reduction in temporary accommodation provision. The range of private sector activities has been successful in assisting more than 1,300 households to access private-sector accommodation since 2009. During this period, we have also seen significantly improved outcomes for homeless households including significant reductions in the homeless backlog, case duration and the number of people requiring temporary accommodation.		70
Digital Inclusion Supporting Transformation Recognising the need for people to become digitally agile participants in all aspects of their lives, technology is becoming integral as part of local and national transformational projects being delivered by the Government, the Council and Perth and Kinross Health and Social Care Partnership. The national digital by default approach undertaken by Welfare Reform impacts on people with limited IT skills especially in the roll out of Universal Credit in June 2018 with this service being fully digital. This project will enable us to continue to support the current transformational project, Perth Online, by supporting critical tests of change and new ways of working, whilst helping people to become digitally included. The project will link directly to the Council's Digital Strategy, the Technology Enabled Care Strategy Group and the Welfare Reform Group to deal with the impact of roll-out of Universal Credit. This project also supports us to mitigate the risk of failing to achieve the recommendations of the Fairness Commission in relation to Digital Inclusion.		44

Revenue Budget Flexibility Scheme - Proposed Carry Forwards from 2017/18

	Under Spend to be Carried Forward from 2017/18	Proposed Utilisation of Resources in 2018/19
Corporate & Democratic Services		
Proposed Carry Forward of 2017/18 Savings	261	
Systems Development This proposal covers a number of corporate business systems including: <ul style="list-style-type: none"> - Electronic Invoicing to ensure that the Council is compliant with the EU Directive relating to public procurement. - Review of the pay and grading structure to ensure that there is no unlawful discrimination. An independent EQIA will be undertaken. - Software that will match people to jobs which has been trialled successfully and received positive feedback from managers across the Council. 		20
Private Landlord Registration Income (PLR) The PLR income is cyclical where every third year the income peaks and then drops the following year. The income peaked in 2017/18 and it is proposed to carry forward this amount to reduce pressure on the budgeted income target in 2018/19.		30
Organisational Change & Development Carry forward of funding to provide practical support at Corporate and Service levels (in the form of 2 Employee Engagement Officer posts) to further develop our approach to employee engagement, innovation and cultural change.		95
Digital Strategy Two IT Coordinator resources for 1 year to support the implementation of our digital strategy, specifically supporting the development of our innovation function and associated project coordination and management functions.		91
Tayside Valuation Joint Board In addition to normal requisition from Tayside Valuation Joint Board, an additional one-off requisition of £25,000 per authority be included to cover possible IT/telephony etc. works at new locations.		25
TOTAL	3,188	3,188



2018 – 2021 REVENUE BUDGET

Expenditure Pressures & Savings

PERTH & KINROSS COUNCIL

REVENUE BUDGET: 2018/19, 2019/20 & 2020/21

SUMMARY OF PRESSURES & SAVINGS

	2018/19 Expenditure Pressures £'000	2019/20 Expenditure Pressures £'000	2020/21 Expenditure Pressures £'000	2018/19 Net Savings £'000	2019/20 Net Savings £'000	2020/21 Net Savings £'000
Education & Children's Services	3,013	5,158	2,145	2,001	3,516	1,882
The Environment Service	3,463	2,765	1,615	3,543	3,121	1,615
Housing & Community Safety	515	701	117	821	372	255
Corporate & Democratic Services	567	439	48	613	470	122
Culture & Leisure	272	237	226	329	364	102
TOTAL	7,830	9,300	4,151	7,307	7,843	3,976

	EDUCATION AND CHILDREN'S SERVICES	Expenditure Pressures		
		18/19 £'000	19/20 £'000	20/21 £'000
1	Corporate Savings Target – October 2017 For 2018/19 this pressure relates to updated pay award and funding reduction assumptions. For 2019/20 and 2020/21 these are the pressures identified in the Medium Term Financial Plan. Pay Award Assumptions £681,000 (2018/19), £1,021,000 (2019/20), £1,017,000 (2020/21) Increments £0 (2018/19), £189,000 (2019/20), £188,000 (2020/21) Capital financing costs increase £0 (2018/19), £378,000 (2019/20), £377,000 (2020/21) Update of funding assumptions - further reduction of £1,920,000 (2018/19), reduction of £1,587,000 (2019/20) and increase of (£431,000) (2020/21) Additional Council Tax Income £0 (2018/19), (£907,000) (2019/20), (£904,000) (2020/21)	2,601	2,268	247
2	Bertha Park High School As part of the plans to grow Perth City the Council has approved a new secondary school at Bertha Park which will be operational from August 2019. The expenditure pressure is aimed at addressing outlays for initial staffing, provision of an appropriate, incremental digital infrastructure and learning resources to enable the school to operate smoothly. This pressure is made up of school running costs of £1,088,000 for teachers, support staff, supplies and services and property costs excluding utilities (these are included within The Environment Service submission), home to school transport £232,000 and unitary charge including lifecycle and hard facilities maintenance costs amounting to £368,000 in 2019/2020.	53	1,545	465
3	Inflation on Investment In Learning Programme (IIL) IIL is the shorthand reference used for the 6 community campuses across Perth and Kinross. There is an annual inflationary increase in the operational costs of the programme. Pressure is based on 2.5% (2019/20 and 2020/21) Retail Price Index inflation (RPI). The current budget for the IIL contract is £15.9m and there is a risk that RPI inflation could be higher than estimated, for example a 0.5% increase would add an additional pressure of £79,666.	40	413	423
4	Increase in Property Costs Estimated Inflation in Property Costs – Rates (2% annually), Cleaning (3% annually) and Landfill (2.4% and 2.3%). The total budget for Property Costs is currently £8.4m, if these pressures are not funded it will require savings to be found in other areas of the Service.	50	234	268

5	Residential Care & Education - Inflation on Fees Estimated inflation in Residential Care and Education rates paid for external placements for 2019/20 and 2020/21 of 3%. The current budget for Residential Care & Education is £4.3m.	0	133	137
6	Home to School Transport The provision of Home to School Transport is the statutory responsibility of ECS where pupils live more than the prescribed distance from school. The projected expenditure pressures are based on information provided by the Public Transport Unit using the following inflation rates – 2019/20 & 2020/21 (3.5%). The current budget for Home to School Transport is approximately £7m.	0	273	283
7	Increase to Partner Provider Fees As part of expanding Early Learning and Childcare within the Perth & Kinross Council area from 600 to 1140 hours, our Partner Providers require the fees we pay them to be in line with National Average as at June 2017. This will allow all Partner Providers to pay the Living Wage and assist the Council in achieving full expansion to 1140 hours by 2020.	82	102	105
8	Additional Teachers to cover Projected Pupil Roll Increases Projected increases in Primary and Secondary school rolls in 2019/20 and 2020/21 due to increased pupil population. This figure is simply a marker that there will be staff costs but does not fully represent the requirements of increasing school rolls. There is also uncertainty about how future funding will be allocated e.g. directly to schools or to local authorities.	0	31	47
9	Continuing Care Demand for Continuing Care where young people may elect to stay in care up to their 21st Birthday is projected to increase. It is estimated that an additional 10 young people in 2019/20 and another 10 young people in 2020/21 will continue within Perth and Kinross Council care. This is a statutory requirement and entitlement will become more attractive.	0	159	170
10	Tayside Contracts School Meal Subsidy Estimated food (2%) and labour (3%) inflation requires the school meal subsidy paid to Tayside Contracts to be increased by £187,000 from the current subsidy of £1,115,000.	187	0	0
TOTAL EXPENDITURE PRESSURES		3,013	5,158	2,145

	Education & Children's Services	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
1	Remove remaining Early Years Development Teacher Budget It was agreed during the Budget process in February 2017 to redeploy 6.5 fte Early Years Development Teachers (EYDT) back into primary schools. This team of teachers provided support to early years settings on key aspects of delivery of the curriculum. This saving is the full year effect of that decision and the work required to revise how such support is provided is at an advanced stage. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No Impact. Workforce: 6.5 fte from 6.5 fte. Customer: Children and families will no longer benefit from the support the EYDT provided in each locality across PKC. Equalities/Diversity: None. Outcome and Performance: Curricular support for children in early years, advice for staff in schools and support for families in linking with partners agencies will cease to be delivered by this team; and will be delivered in a different way through existing staff in early years settings.	0	116	0	0.0	0.0	0.0
2	Corporate Digital Services, My Account and Mobile Working Reviews Service savings resulting from the above corporate Transformation Projects. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: None identified at this stage. Workforce: Managed by efficient and effective workforce planning measures, realising efficiencies with enhanced technology. Customer: Will involve channel shift away from conventional methods of communication in some areas and will mean that mobile staff can access relevant information therefore being more efficient and providing a better customer experience. Equalities/Diversity: No impact. Outcome and Performance: The benefits of embracing the use of technology is that it will reduce the requirement for manual intervention and allow for more standardised processes.	0	38	89	0.0	1.2	2.4

	Education & Children's Services	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
3	Reduce Pension Costs Budget This budget funds the pension recharge from the Tayside Pension Scheme for previous Tayside Region and Perth & Kinross teacher pensions who retired early under workforce planning measures. The latest projected outturn shows reduced expenditure due to a lower number of pensioners being paid than budgeted for. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No impact. Workforce: No impact. Customer: No impact. Equalities/Diversity: No impact. Outcome and Performance: No impact.	34	0	0	0.0	0.0	0.0
4	Increase to Partner Provider Fees to bring PKC in line with National Average as at June 17 (links directly to pressure no 7) PKC is currently recorded as paying one of the lowest rates in Scotland. This increase will ensure that Partner Providers can remain in partnership with PKC to deliver the entitlement of 1140 hours ELC to all entitled children. This increase will include a commitment to paying staff who deliver this entitlement the Living Wage, and also mark changes to the "in kind" support funded by PKC, such as quality improvement and teacher access. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: This will support the payment of the Living Wage to staff working with funded Partner Providers. Workforce: As above. Customer: No impact. Equalities/Diversity: No impact. Outcome and Performance: Partners will take more responsibility for their own quality assurance processes and overall performance.	82	102	105	0.0	0.0	0.0

	Education & Children's Services	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
5	<p>Procurement Efficiencies leading to a reduction in Central Supplies and Services Budgets within Business and Resources Services and the Change and Improvement Teams.</p> <p>Savings have been identified within the supplies and services budget through reviewing work practices and service delivery, targeting areas where new working practices (e.g. Hybrid Mail) have allowed for a reduction in supplies and services expenditure.</p> <p>This saving represents a 38% reduction in these budgets.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No impact. Workforce: No impact. Customer: No impact. Equalities/Diversity: No impact. Outcome and Performance: No impact.</p>	61	0	0	0.0	0.0	0.0
6	<p>Non Domestic Rates Savings from the transfer of Perth Academy, Perth High and Community School of Auchterarder Sports Halls & All Weather Pitches to Live Active Leisure (LAL).</p> <p>Potential Non Domestic Rates (NDR) savings to the Council if the management of the above sports halls and all weather pitches are transferred to LAL.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No impact. Workforce: No impact. Customer: No impact. Equalities/Diversity: No impact. Outcome and Performance: No impact.</p>	50	0	0	0.0	0.0	0.0

	Education & Children's Services	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
7	Full Cost Recovery for Instrumental Music Service (including Central Groups & Camps) Charges for Instrumental Music service tuition would be increased to recover the full cost of this service. Full cost recovery is one of the key principles within the Council's Corporate Charging Policy (Report 15/401 refers). This would increase the annual charge from £245.85 to £817.00 per pupil. This level of charging is comparable with that of private tutors. There would likely be a reduction in the number of young people engaging in additional music tuition. There is already an inherent inequality in the take up of music lessons from across all areas of Perth and Kinross. Currently young people from more deprived areas are less likely to be able to participate. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: This will affect fee-paying parents. There are limited numbers of young people engaging in instrumental music instruction from areas of deprivation. Workforce: Potential reduction in music instruction take up could lead to reduction in staffing levels. Customer: Increased costs to access additional instrumental music tuition. Equalities/Diversity: There is already an inherent inequality issue relating to those who are able to access this service. Outcome and Performance: Reduced achievement for those who cease to receive tuition. Reputational risk to Council.	340	202	0	0.0	0.0	0.0
8	Reduction in Devolved School Management (DSM) Budgets for Primary & Secondary Schools It would be a matter for each Headteacher to decide on the best approach within each school but with limited scope for action. The savings are likely to be in funding school resources, training budgets and in the case of Secondary schools, administrative, and clerical support staff. £216,000 (Secondary) and £193,000 (Primary) was taken from these budgets in 2016/17. This will have a disproportionate impact on smaller primary schools. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: Less scope to support those facing equality challenges. Workforce: Reduction in school staff other than teachers. Customer: Fewer resources available to be provided for children and young people. Equalities/Diversity: No impact. Outcome and Performance: Potential for significant reductions in resources and support available.	177	0	0	0.0	0.0	0.0

	Education & Children's Services	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
9	Increase in Staff Slippage Targets within Targeted Areas. Increase staff slippage targets to reflect slippage currently being generated within these areas of expenditure: Currently slippage is generated through the lag in time between staff leaving and replacement staff taking up posts. Increase secondary schools slippage target from 2.03% to 2.34%. Increase in Staff Slippage Targets in Primary Schools from 2.57% to 2.95%. Increased slippage target from 2.5% to 5.2% within the Pupil Support Assistant Budget. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: This may have a more significant impact in smaller primary schools than larger settings or secondary schools. Workforce: Staff may have to cover for absent colleagues without supply cover being provided. Customer: Access to appropriate class cover. Equalities/Diversity: Potential for a reduction in the service to vulnerable children or children with ASN in relation to the Pupil Support Assistant budget. Outcome and Performance: Potential for reduction in resources available in all schools. Reduced achievement.	245	74	0	0.0	0.0	0.0
10	Reduction to Parent Council Funding Reduction in annual grants to support the operation of Parent Councils by 50%. This funding supports the running of Parent Councils and covers the cost of employing a Clerk and administration costs for Parent Councils to operate. There is a statutory requirement for Local Authorities to provide financial assistance to Parent Councils. The remaining funds held centrally cover the cost of Public Liability insurance cover required for all Parent Councils and group membership of the Scottish Parent Teacher Council Association. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No impact. Workforce: None. Customer: Parent Councils may see the reduction in funding as a lack of support for Parent Councils from the Council. Equalities/Diversity: None. Outcome and Performance: Reduced capacity for Parent Councils to engage with parents. Parental Involvement is one of the key drivers of the National Improvement Framework.	20	0	0	0.0	0.0	0.0

	Education & Children's Services	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
11	Removal of Primary Swimming Lessons It is not a statutory requirement to provide swimming lessons to pupils. Transport costs amount to £35,000 of this saving. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: Families on low incomes may not be able to afford to take their children swimming. Workforce: No impact. Customer: Children in rural areas will benefit from less time out of the classroom as transport times can be significant. Equalities/Diversity: Children from low income families may not access swimming lessons outwith school. Outcome and Performance: No impact.	40	20	0	0.0	0.0	0.0
12	Review Kids Clubs Charging Policy and Staff Complement Parents will be charged for every session booked whether or not their child attends. It also removes 0.6 fte from the staffing complement. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: Would have most impact on families with low income. Workforce: 0.63 fte from 0.63 fte, post is vacant. Customer: Increase costs for parents when children are not able to attend booked sessions. Equalities/Diversity: None. Outcome and Performance: May make Kid's club contracts less desirable to parents, and reduce demand for places.	29	13	14	0.6	0.0	0.0

	Education & Children's Services	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
13	Full Cost Recovery of Kids Clubs Charges for the use of Kids Clubs would be increased to recover the full cost of the service from 2019/20. Full cost recovery for services is one of the key principles within the Council's Corporate Charging Policy (Report 15/401 refers). This proposal would increase the charges by 17%. The Council provides 386 places at Kids Clubs and 132 places at Wraparound Care at a cost of £807,000 to which parents/carers currently contribute £691,000. This leaves a deficit of £116,000 within the Service. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: An increase in costs will disproportionately affect families on low incomes. Workforce: May result in less demand for service, with risk to jobs. Customer: Will increase the costs of childcare to all customers. Equalities/Diversity: None. Outcome and Performance: Could exclude some children from accessing this service, and make full cost recovery more challenging.	0	0	60	0.0	0.0	0.0
14	Skills for Work - Remove Service Level Agreement with Perth College This would impact on the skills for work development and the employability strategy. This would remove access to a wide range of vocational courses and foundation apprenticeship opportunities for school age pupils. Schools offer a wide range of academic and vocational courses as part of the Senior Phase (S4-S6). Removing access to Perth College UHI would restrict the scope of the courses available to schools and remove access to Foundation Apprenticeships. Skills for Work courses delivered to S3 pupils would no longer run. Schools would still offer some vocational courses delivered by school staff in the Senior Phase. Alternatively, re-negotiating the Service Level Agreement with Perth College UHI would reduce the options available to pupils. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: Less opportunities and a narrowing of the curriculum particularly in the area of skills for work. Workforce: No impact. Customer: Fewer vocational/skills courses available for pupils. Equalities/Diversity: Some impact on those at most need of vocational pathways. Outcome and Performance: Opportunities for wider achievement will be diminished.	0	60	0	0.0	0.0	0.0

	Education & Children's Services	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
15	Perth City Campus Removal of capacity provided to support the Perth City Campus, which has led to outstanding results, would result in there being a risk to maintaining current performance. The majority of this budget is spent on transporting pupils within Perth City. The development of a virtual learning campus, in time, will allow for greater curricular and vocational options for a wider group of young people across all secondary schools. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: Less opportunities available which would lead to the narrowing of the curriculum offer. Workforce: Reduction in capacity. Customer: Reduced subject choice. Equalities/Diversity: Minimal impact. Outcome and Performance: Attainment and achievement opportunities of young people may be diminished. Possible reduction in post school positive destinations for young people.	0	0	38	0.0	0.0	0.0

	Education & Children's Services	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
16	Removal of Targeted Supply Budgets Reduction in Primary Headteachers & Deputes Supply Budget - this saving would remove the supply cover budgets in school DSM budgets for Primary Headteachers and Depute Headteachers. Reduction in Supply Budget Early Years Inclusion from 135 to 123 hours per week. Reducing the supply budget in this area will impact on the ability to provide specific support during periods of absence. There is the potential for a reduction in service and therefore the support provided to our most vulnerable children. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: Impact on vulnerable children with ASN. This is a small amount of budget but it will have a big impact on service delivery. Workforce: No reduction in staff, but a reduction in budget to access supply cover. Increased stress of some staff whilst others are absent. Customer: May impact on the ability of schools to cover absence by HTs and DHTs (SMT). Reduction in the support service available to particular children. Equalities/Diversity: Possibly discriminatory to those early years children with ASN. Outcome and Performance: HTs and DHTs may be diverted from fulfilling their leadership and management responsibilities due to lack of funds to secure supply cover. Reduction in performance of staff and lower attainment in early years ASN.	10	50	0	0.0	0.0	0.0

	Education & Children's Services	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
17	Reduction to Teacher numbers in Secondary Schools. All schools currently have enhanced staffing i.e. in excess to the national statutory guidance on staffing requirements. This reduction would mean we would revert to nationally agreed maximum class sizes for English & Maths in S1 & S2. This would be phased over 2 school years with 25% in Year 1 and 75% in Year 2 resulting in a reduction of 11.5 fte secondary teachers. Additionally the second part of this option relates to the removal of Reducing Class Contact Time (RCCT) in Secondary Schools resulting in a further reduction of 11.8 fte. There is no requirement for RCCT time in Secondary schools as this is managed through individual timetable allocations. No teacher is required to teach above 22.5 hours. These are additional hours funded centrally for staff. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No impact. Workforce: Reduction of teaching staff across Secondary schools. Customer: Impact would be felt in terms of a reduction of personal support for pupils. Equalities/Diversity: No impact. Outcome and Performance: May impact on attainment and achievement of pupils. Fewer teachers in school would mean a reduction in personal support for pupils' e.g. larger classes and potentially more discipline issues arising in and out of school.	81	627	348	2.9	20.4	0.0

	Education & Children's Services	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
18	Closure of loss making Breakfast Clubs Breakfast Clubs were introduced in targeted areas to provide a nourishing start to the day for those pupils who would otherwise not benefit from breakfast before school. Uptake has been patchy and limited by those most in need. Many Breakfast Clubs are currently used as cheap childcare which was never their purpose. All children in P1-3 are now entitled to a free school meal. ECS would seek to support the introduction of Safe Start drop offs where there is community interest and where there is demand. This would provide parents and carers with an option of a safe drop off for their children prior to the start of the school day. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: Disadvantages those young people in need, and who make use of this option, who require a breakfast before the school day begins. Workforce: Redundancies within PKC and Tayside Contracts workforces. Customer: All children P1-3 are entitled to a free school meal. Equalities/Diversity: This would mainly impact on low-paid women in terms of the posts that would be lost. Outcome and Performance: Parents who use the service as childcare would require to find alternative provision.	0	44	26	0.0	7.5	0.0
19	Efficiencies in Childcare Strategy Team This saving represents a 50% cut to this budget in addition to £100,000 saving in 2016/17. This is the budget that is currently used to: -Provide resources for the training that the team provide to a range of service users such as new and potential childminders. -Pay for the production of the Children and Family local directories which provide information about services and supports that families can benefit from in their local area. -Pay for resources for Out of School Care and Wrap Around Care groups. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No impact. Workforce: There will be an impact on the range and frequency of training provided by the team. Customer: There will be an impact on the range and frequency of training provided by the team e.g. the training offered to childminders. Equalities/Diversity: Most likely to impact on women operating a business e.g. Childminders. Outcome and Performance: Less support and advice available for current childminders may impact on their ability to continue to meet Care Standards.	50	0	0	0.0	0.0	0.0

	Education & Children's Services	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
20	Scottish Government Funding - Early Learning and Childcare Scottish Government has provided funding to cover costs of implementing 600 hours of Early Learning and Childcare and for legislative changes associated with this. These are demand led budgets and are used to respond to uptake. Our best estimation for next year is that due to efficient deployment of resources we can meet the projected uptake and make a saving to this additional funding. This will be kept under review. The financial arrangements and requirements for the delivery of 1140 hours is as yet unknown and as such similar savings in future years cannot be expected. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: None at present. Workforce: None at present. Customer: None at present. Equalities/Diversity: None at present. Outcome and Performance: Making this reduction could impact on our ability to fund 1140 hours as the Scottish Government is scrutinising the use of this funding and how it may affect future funding allocations in relation to 1140 hours.	0	215	0	0.0	0.0	0.0

	Education & Children's Services	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
21	Remove School Crossing Patrollers (SCP) It is the parents' responsibility to get their children to and from school and Council staff will continue to work with parents in respect of safe school travel planning. Lifelong Learning Committee approved the transfer of Facility Management Services (including SCP) to Tayside Contracts on 2 November 2016. There is currently an approved budget saving of £463,000 for Facility Management services contracted through Tayside Contracts. Tayside Contracts have indicated they will be proposing a saving through the rationalising of SCP as part of this amount. This proposal, in addition to the above rationalisation, would result in the full removal of the School Crossing Patrollers (SCP) service which is a non-statutory function. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No Impact. Workforce: Redundancy of staff within Tayside Contracts workforce. Customer: Parents have the responsibility to ensure the safe arrival of their children to school. Equalities/Diversity: Mainly older employees in low paid posts. Outcome and Performance: Reputational risk to the Council.	0	112	67	0.0	0.0	0.0
22	Reduction in Financial Administration Posts Reduction of staffing within ECS Finance Support Team following a previous 28% reduction in staff in recent years. This team process the foster carer and kinship carer payments which ensure that the Council's statutory obligations are met. The team also process Education Maintenance Payments and pay invoices on behalf of primary schools and central teams. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No impact. Workforce: Will require to be managed by workforce planning measures. Some work will need to be redistributed amongst the remaining team members adding to their workload. Reduction of 1.5fte from 5.6fte. Customer: Significantly reduced financial administration and governance support from front line staff for both internal and external customers. Equalities/Diversity: Mainly women in relatively low paid posts. Outcome and Performance: Impact on the range of services provided by the ECS Finance Team.	0	34	0	0.0	1.5	0.0

	Education & Children's Services	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
23	<p>Review & Redesign of Change & Improvement, Research and Performance Team</p> <p>A reduction in 2.6FTE from across this part of the service will require a service redesign and some tasks being either no longer done or allocated to other colleagues, adding to their workload. Additionally this level of reduction would lead to longer-term reduction in resources available for business change and transformation activities across ECS. This reduction of 2.6FTE is a 20% reduction in the whole team, following a reduction of 1.0FTE previously.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: Reduced ability to process and analyse data to understand poverty-related and other 'gaps'.</p> <p>Workforce: Remaining staff may be allocated additional workload.</p> <p>Customer: Reduced internal Management Information System and Information support services to schools and other internal and external customers. There is a serious risk to being able to support the reporting requirements to Scottish Government in relation to a range of areas including the pupil and staff census, standardised assessments and CfE data. Re-prioritisation of workload may mean reduced support from wider research and performance team.</p> <p>Equalities/Diversity: No impact.</p> <p>Outcome and Performance: Reduced MIS and analysis resources at a time of increased information requirements nationally, regionally and locally.</p>	33	54	35	0.6	1.4	0.6

	Education & Children's Services	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
24	<p>Further reduction of (Non Education) Senior Management posts at 3rd and 4th Tier level within ECS</p> <p>A reduction in the management capacity across ECS of 3.0FTE which equates to a 30% reduction across this part of the service.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No impact.</p> <p>Workforce: Reduction of 3.0FTE from 10.0FTE will require to be managed by workforce planning measures including redundancy. Workload for other colleagues is likely to increase, and some activities will cease.</p> <p>Customer: Reduced management capacity for the leadership, management and implementation of key priorities within ECS. Additional workload for remaining staff with reduced capacity to deliver on expectations of all customers including families, clients, councillors and a range of partners.</p> <p>Equalities/Diversity: No impact.</p> <p>Outcome and Performance: Outcomes of vulnerable children and families in need may be affected. The capacity for performance monitoring and evaluating will be significantly reduced. Reduced capacity to lead and deliver on the Council's Transformation Programme.</p>	0	71	138	0.0	1.0	2.0

	Education & Children's Services	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
25	<p>Removal of Clerical Staff who support statutory functions delivered by Education Services and Children, Young People and Families Services.</p> <p>Further reduction of staffing within ECS Business & Resource Services of 4FTE (10% of the team) following a previous 27% reduction in this team. These colleagues provide a range of supports linked, predominately, to the fulfilling of our statutory duties in relation to Education and Social Work, e.g. child protection case conferences, the operation of MIS systems, preparing papers for tribunals and appeals, responding to FOI requests etc. They also provide all support for any external inspections undertaken in these services and for all recruitment activity of HTs and other senior posts.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: Will disadvantage lowest graded female staff.</p> <p>Workforce: Will impact on the ability of officers to manage their workload with less time available to undertake their professional duties. Will require to be managed by workforce planning measures including redundancy.</p> <p>Customer: Reduced levels of clerical support and increased timescales for external and internal customers via phone, email and other written communication.</p> <p>Equalities/Diversity: Will disadvantage lowest graded female staff.</p> <p>Outcome and Performance: Senior officers time will have to be diverted to undertake clerical tasks previously provided by support staff leading to less time being able to be spent on their professional duties.</p>	0	74	24	0.0	3.0	1.0
26	<p>Further reduction of School Improvement Senior Management posts within ECS</p> <p>The Education (Scotland) Act 1980 and all such revisions place statutory duties on education authorities to provide sufficient and adequate education provision and to ensure its quality. This role is undertaken by a range of officers, all of whom have a range of other responsibilities in addition to their quality assurance role. New legislation is expected in relation to the Regional Improvement Collaborative which will bring additional, as yet unknown, duties in this area.</p> <p>There would be a reduction of 5.9fte from 16.86fte spanning the early years, primary, secondary and inclusion teams (a 35% reduction in capacity).</p> <p>This would involve re-aligning the duties in the central team to ensure that statutory duties continued to be addressed, albeit in different ways and would result in a number of support and development functions for schools and children ceasing. The responsibility for these functions would be transferred to each headteacher. Such a reduction would reduce the ability of ECS to provide leadership for, and involvement in the improvement collaborative and the capacity for other prevention work will be significantly diminished.</p>	105	139	124	1.9	3.0	1.0

	Education & Children's Services	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
	<p>These savings are in addition to 4 fte that were removed in 2017/18.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No impact. Workforce: Removing 5.9 fte from 16.86 fte. Will require to be managed by workforce planning measures including redundancy. Customer: Reduced management capacity for the leadership, management and implementation of key priorities within ECS. Additional workload for remaining staff with reduced capacity to deliver on expectations of customers, clients and Councillors. Equalities/Diversity: No impact. Outcome and Performance: The progress made in improving levels of attainment and achievement across all schools will be affected by these cuts.</p>						
27	<p>Reduce Early Years Support Team Teachers & Travel Budgets</p> <p>6.5 fte Early Years teachers were removed from the central team during 2016/17. This proposal further reduces the remaining team of teachers from 8 fte to 6 fte.</p> <p>This proposal will result in there being reduced teacher access for partner providers.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No impact. Workforce: Reduction from 8 fte to 6 fte, redundancies may be required. Customer: Partner Providers will have a much reduced access to support from Early Years team. Equalities/Diversity: None. Outcome and Performance: This may affect the quality of provision in partner provider settings.</p>	0	65	39	0.0	2.0	0.0

	Education & Children's Services	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
28	Reduction to Teacher numbers in Primary Education This reduction of 26.1FTE primary teachers would reduce the allocation of management time for teaching headteachers. It would also increase the class commitment time of many depute headteachers who are not currently fully class-committed. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No impact. Workforce: This impacts on new Headteachers with a teaching commitment. DHTs in primary schools would no longer be without a significant class teaching commitment. Teaching headteachers would be unable to attend all planned development days and training opportunities because the money for supply cover would be unavailable. Customer: Some pupils would no longer benefit from timetabled support provided by non-teaching DHTs. Equalities/Diversity: No impact. Outcome and Performance: May affect the ability of new Headteachers to be released from their teaching commitment to access professional learning and other events. More administrative functions and support, supply cover and support for staff and pupils would rest solely with the Headteacher in larger primary schools. Teaching Headteachers would be unable to attend important development and training sessions/days. May impact on the recruitment to these posts.	197	643	365	5.0	21.1	0.0
29	Reduction to Teacher numbers within Inclusion Services. This would see a reduction of 12FTE teachers who providing, there is no reduction in need, targeted support, in a number of ways, to children and young people who experience a range of different additional support needs in primary and secondary schools. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: Most vulnerable young people would be affected by a reduction in available support. Workforce: Reduction of teaching staff across schools. Customer: Reduced service and support to children with ASN. Reduced support to parents and carers. Equalities/Diversity: Most vulnerable young people affected. Issues of equality and the reduction of service to a vulnerable group. Outcome and Performance: Reducing the Pupil Support Teacher complement when the need is increasing would lead to a reduction in the support and service to vulnerable young people. Reduction in positive attainment outcomes for a vulnerable group of young people with specific needs. Reputational risk to the Council.	29	300	194	1.0	9.0	2.0

	Education & Children's Services	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
30	Full removal of School Supply contingency budget The budget for this in 2013/14 was £1,131,000; £979,000 was removed over the period 2013/14 to 2015/16. This proposal would remove the remaining £152,000. Schools will not be given funding to support overspends in their school supply budgets and this would need to be managed individually by each school. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No impact. Workforce: Fewer supply teachers will be able to be employed. This will have a significant impact on the smaller schools that have pro-rata smaller budgets to cover absent teachers. Customer: Learning and Teaching may become compromised. If insufficient supply budget is available classes may have to be sent home and possibly schools closed. Equalities/Diversity: No impact. Outcome and Performance: There may be an impact on educational progress.	152	0	0	0.0	0.0	0.0
31	Full Removal of Playstart This service provides play activities for families and creche facilities to other events across the Council who require childcare in order to support delivery, including parenting programmes such as Incredible Years, and family learning opportunities in schools. The service can run up to 40 crèches per week, currently running approximately 13 for family learning and parenting, 8 Incredible Years, 3 Strengthening Families, 4 Schools, 1 Woman's Aid, 1 Family Focus and 1 Community Wing. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: This will impact on the ability of vulnerable parents to access parenting programmes. Workforce: Full removal of workforce, 7.96FTE. Will require to be managed by workforce planning measures including redundancy. Customer: Will impact parents who wish to attend community events and programmes. Equalities/Diversity: Families with poorer economic situations and isolated from other support are likely to be more disadvantaged by this proposal. Outcome and Performance: Will have a detrimental impact on the attendance at parenting programmes and community events.	138	83	0	8.0	0.0	0.0

	Education & Children's Services	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
32	50% Reduction of Educational Psychologist Posts Reduction of 3.8FTE in addition to the 1.0FTE reduction in 2016-17. This significant reduction in Education Psychologist staffing will require a transformation in the way the Service operates and alternative approaches will have to be considered. The 5 core functions of the Service are: •Consultation - Educational Psychologists provide a wide range of advice and consultancy to service users and educational establishments. They advise and support education management in relation to children and young people with additional support needs. •Assessment - is a process that involves the gathering of information from a variety of sources in a range of settings over a period of time. It necessarily involves parents, carers, teachers, and children and young people. The purpose of assessment is to inform future intervention and therefore it encompasses cognitive, emotional and social factors. •Intervention - Educational Psychologists offer a wide range of evidence-informed interventions to service users in relation to individual, or groups of, children and young people with additional support needs. Effective interventions aim to foster collaborative working and the sharing of professional skills. •Training - Educational Psychologists are well placed to offer and support training to a range of service providers and educational establishments. •Research - Research is a main strand of all psychology disciplines and an Educational Psychologist's training has a large focus on experimental design both in clinical and real world settings, research methodologies, data collection and analysis. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: Reduced support to the most vulnerable children and families. Workforce: 3.8 fte Educational Psychologist removal from 8.74 fte will require to be managed by workforce planning measures including redundancy. Customer: Reduced support for vulnerable children and families with ASN. Withdrawal of support for other activities supporting education and inclusion provision e.g. training, research. Equalities/Diversity: Impact on vulnerable children and families. Outcome and Performance: Team will require reorganising and rationalising the service it provides. The service provided would need to be severely limited in scope i.e. only able to deliver basic statutory functions.	0	118	130	0.0	1.8	2.0

	Education & Children's Services	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
33	50% reduction of Parenting and Family Learning (including Service Level Agreement with Homestart) This team provides support to parents and is currently delivered in partnership between a range of Council Services, NHS and 3rd sector providers, and includes the organisation and delivery of a wide range of evidence based parenting programmes. It also provides a bespoke support service to vulnerable families with young children through a Service Level Agreement with Homestart. This budget was reduced by £75,000 in 2017/18 and as a result 2 staff had VSS approved. Their workloads were reprioritised and reallocated to the remaining team. Further reduction will significantly impact on the ability of the Council to deliver its Community Learning & Development responsibilities in relation to family learning. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: Removal of this service directly affects vulnerable children and families only. Workforce: Removal of 5.00 fte from 9.89 fte will require to be managed by workforce planning measures including redundancy and removal of all volunteers who work with Homestart. It is mainly women who will be affected by the job losses. Customer: Will impact on Council's support offer to parents requiring family support. Equalities/Diversity: EQIA required to mitigate impact on those most in need of this service. Outcome and Performance: Some of this support for vulnerable families will need to be delivered across other services where any capacity remains but will mean less support being provided than at present.	0	226	0	0.0	5.0	0.0

	Education & Children's Services	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
34	<p>Remove Posts and services funded from Getting it Right for Every Child (GIRFEC) Monies</p> <p>A reduction of 3.8FTE across teams who provide support to the most vulnerable children and young people and to families with greatest need.</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: This budget is focused on children, young people and families whose outcomes are already at risk; these are most likely to be families who are experiencing adversity in relation to poverty and deprivation. Its removal will have a significant impact on the Council's ability to mitigate against the effects of poverty, deprivation and to protect children from harm by providing earliest intervention to keep them safe and prevent negative outcomes. Children, young people and families experiencing poverty, deprivation and whose life chances are poor will be further adversely impacted.</p> <p>Workforce: Almost all of the staff affected are female and will require to be managed by workforce planning measures including redundancy.</p> <p>Customer: Children, young people and families experiencing poverty, deprivation and abuse and whose life chances are poor will be further adversely impacted.</p> <p>Equalities/Diversity: Children, young people and families experiencing poverty, deprivation and abuse and whose life chances are poor will be further adversely impacted.</p> <p>Outcome and Performance: Significant reduction in performance to hold multi-agency child protection case conferences within national timescales. Delays in holding these meetings will significantly increase the risk of children being harmed further without a multi-agency child protection plan.</p>	128	36	86	3.8	0.0	0.0
TOTAL SAVINGS PROPOSALS		2,001	3,516	1,882	23.8	77.9	11.0

	THE ENVIRONMENT SERVICE	Expenditure Pressures		
		18/19 £'000	19/20 £'000	20/21 £'000
1 Corporate Savings Target - October 2017		1,643	1,432	157
<p>For 2018/19 this pressure relates to updated pay award and funding reduction assumptions. For 2019/20 and 2020/21 these are the pressures identified in the Medium Term Financial Plan.</p> <p>Pay Award Assumptions: £430k (2018/19), £645k (2019/20) and £646k (2020/21) Increments: £0 (2018/19), £119k (2019/20) and £120k (2020/21) Capital financing costs increase: £0 (2018/19), £239k (2019/20) and £239k (2020/21) Update of funding assumptions: further reduction of £1,213k (2018/19), reduction of £1,002k (2019/20) and increase of (£274k) (2020/21) Additional Council Tax Income: £0 (2018/19), (£573k) (2019/20) and (£574k) (2020/21)</p>				
2 Public Transport - Tendered Services		0	60	60
<p>Provision for contract inflation @ 2.5% on subsidised local bus service contracts. Expenditure pressure of £230k for tender price increase is already included in the 2018/19 provisional budget. Total budget £2.3m.</p>				
3 Parking Services		0	100	0
<p>Increased provision for investment in car parking infrastructure. This is linked to a 10% increase in parking charges. Last increase in charges was 2012/13. Total income budget £2.4m (excluding Penalty Charge Notices).</p>				

	THE ENVIRONMENT SERVICE	Expenditure Pressures		
		18/19 £'000	19/20 £'000	20/21 £'000
4	Waste Disposal Contracts Provision for contract inflation @ 2.5% on waste disposal contracts and 3.5% on Landfill Tax rates in line with Government projections. £60k provision already included in the 2018/19 provisional budget. Total budget £5.3m.	50	200	200
5	Operations - Fuel Provision for fuel price increase @ 5% per annum across all activities. Total budget £1.1m.	50	50	50
6	Operations – National & Scottish Living Wage Provision for impact of National Living Wage (mandatory) on agency contracts (6% p/a based on current Government assumptions) and Scottish Living Wage (discretionary) as a result of retendering exercise. Total Managed Service budget £0.75m.	105	38	38

	THE ENVIRONMENT SERVICE	Expenditure Pressures		
		18/19 £'000	19/20 £'000	20/21 £'000
7	Community Greenspace - Maintenance Contracts Provision for contract inflation @ 2.5% on community greenspace planned and reactive maintenance contracts. Total maintenance budget £1m.	25	25	25
8	Roads, Structures, Traffic & Network - Maintenance Contracts Provision for contract inflation @ 2.5% across all roads related planned and reactive maintenance contracts. Total maintenance budget £3.2m.	80	80	80
9	Street Lighting - Energy Provision for energy price increase net of borrowing costs and savings generated from LED investment programme. Total budget £0.85m.	125	50	160
10	Economic Development - Harbour Actual Harbour income lower than budgeted target. Net cost of operating facility in 2016/17 was c£240k. Total income budget £87k.	50	0	0

	THE ENVIRONMENT SERVICE	Expenditure Pressures		
		18/19 £'000	19/20 £'000	20/21 £'000
11	Flood Schemes - Maintenance Contracts Provision for maintenance of pumping stations at Almondbank. No existing budget provision.	60	0	0
12	Community Greenspace - Headstone Stabilisation & Cemetery Wall Maintenance Provision for programme of laying headstones flat and maintenance of cemetery walls for health and safety reasons across the Council's cemetery estate. No existing budget provision.	120	10	10
13	Economic Development - Events Provision of funding to support Events. Events programme increases profile of the area with wider benefits to the local economy, increased footfall, tourism and income to local business. Total budget £74k.	235	0	0
TOTAL EXPENDITURE PRESSURES		2,543	2,045	780

	THE ENVIRONMENT SERVICE	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
1	Traffic & Network Activities Income Increased income from statutory road closures and site notices and penalty based on current projections. Total income budget £110k. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No significant impact identified. Workforce: No significant impact identified. Customer: Customer base predominantly utility companies. Equalities/Diversity: No significant impact identified. Outcome and Performance: No significant impact identified.	80	0	0	0.0	0.0	0.0
2	Corporate Asset Management Move to full cost recovery for staff member seconded to Society of Chief Officers of Transportation in Scotland (SCOTS) project. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No significant impact identified. Workforce: No significant impact identified. Customer: Agreed with all Local Authorities through Service Level Agreement. Equalities/Diversity: No significant impact identified. Outcome and Performance: No significant impact identified.	10	0	0	0.0	0.0	0.0

	THE ENVIRONMENT SERVICE	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
3	Planning & Development Introduce charge for Road Construction Consents; Vehicular Access Permit; Planning Pre-Applications and Pre-Validation Checks, excluding householder applications. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No significant impact identified as charges exclude householder planning applications. Workforce: Additional work required for the delivery of enhanced service on Planning Pre-Applications, through possible site visits and consultations. Customer: Will result in ceasing Planning Pre-Applications and Pre-Validation Checks for non fee paying customers (except householder planning applications for some charges). Equalities/Diversity: No significant impact identified. Outcome and Performance: Potentially result in improved quality of submissions for planning applications and faster processing times.	50	0	0	0.0	0.0	0.0
4	Increase charge for domestic Garden Waste service to £30 with assumed 50% uptake Increase annual charge to £30 per bin for the collection of household garden waste (brown lidded bins) through a permit system. The additional estimated income of £180k is in addition to the assumed £840k generated from a £25 charge with uptake of 50%. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No significant impact identified. Workforce: Additional admin/finance staff required to administer the scheme which has been factored in to the overall saving. Customer: Impact on all existing customers within the brown bin collection area, impact people with larger gardens as each customer would be charged per bin. Equalities/Diversity: Potential impact on low income groups. Outcome and Performance: Benchmarking with other Local Authorities who have introduced a charge indicates no significant reduction in recycling rates.	0	180	0	0.0	0.0	0.0

	THE ENVIRONMENT SERVICE	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
5	Non-Statutory/Discretionary Charges Increase non-statutory/discretionary charges across TES by 3% per annum. Bereavement Services – 3% per annum (Total income budget £1.2m) Regulatory Services – 3% per annum Pitches & Park events – 3% per annum Road Network Commercial Charges – 3% per annum <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No significant impact identified. Workforce: No significant impact identified. Customer: No significant impact identified. Equalities/Diversity: The increases in bereavement charges may have an impact on increasing the number of public health funerals. Outcome and Performance: Perth & Kinross Council currently levy the 6th highest charge for burials and the 3rd highest charge for local authority operated crematoria in Scotland. Taking privately operated and local authority facilities together, the Council currently has the 7th highest cremation charges. The Council did not increase bereavement charges in 2016 or 2017 whereas cremation charges across Scotland increased by an average of 11% during this period.	40	40	40	0.0	0.0	0.0
6	Parking Services Increase parking charges by 10% for on-street and off-street parking. Charges have not increased since 2012. This provides investment and maintenance funding for car parks. Total income budget £2.4m (excluding Penalty Charge Notices). <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No significant impact identified. Workforce: No significant impact identified. Customer: Potential resistance from customers and business community. Equalities/Diversity: No significant impact identified. Outcome and Performance: Potential that customer base will drop off resulting in no real increase in income generated.	0	100	0	0.0	0.0	0.0

	THE ENVIRONMENT SERVICE	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
7	Economic Development Introduce charges and/or generate sponsorship for major events. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No significant impact identified. Workforce: No significant impact identified. Customer: No significant impact identified. Equalities/Diversity: No significant impact identified. Outcome and Performance: No significant impact identified.	0	0	50	0.0	0.0	0.0
8	North Inch Golf Course Remove subsidy by moving to full cost recovery for annual subscriptions and pay per play rounds. Current level of subsidy per season ticket holder is £376 per member (previously £519) and per visitor round is £34 (previously £70). Total income budget £85k. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No significant impact identified. Workforce: No significant impact identified. Customer: Significant increase in annual subscription fee and pay per play rounds. Option for users to access other privately run golf courses in Perth City or surrounding area. Equalities / Diversity: No significant impact identified. Outcome & Performance: Potential reduction in both members and pay per play rounds which would require a further increase in charges to achieve full cost recovery.	0	0	100	0.0	0.0	0.0

	THE ENVIRONMENT SERVICE	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
9	Regulatory Services Savings generated from market competition of Scientific Services. Total budget £190k. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No significant impact identified. Workforce: No significant impact identified. Customer: No significant impact identified. Equalities/Diversity: No significant impact identified. Outcome and Performance: Previous 10 year agreement with Tayside Scientific Services now ended. Ongoing project on feasibility of Unified Scottish Scientific Services. Current benchmarking indicates private laboratories are more cost effective.	0	50	0	0.0	0.0	0.0
10	Economic Development Planned removal of subsidy for pontoon maintenance and storage as a result of commercial viability. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No significant impact identified. Workforce: No significant impact identified. Customer: No significant impact identified. Equalities/Diversity: No significant impact identified. Outcome and Performance: No significant impact identified.	0	0	50	0.0	0.0	0.0

	THE ENVIRONMENT SERVICE	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
11	Introduction of Hybrid Mail Reduced postage costs arising from roll out Hybrid Mail project. Total budget £70k. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No significant impact identified. Workforce: No significant impact identified. Customer: No significant impact identified. Equalities/Diversity: No significant impact identified. Outcome and Performance: No significant impact identified.	20	0	0	0.0	0.0	0.0
12	Service Wide Staff Training Budget 15% reduction in general staff training budget. Total budget £130k. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No significant impact identified. Workforce: Reduced funding available for staff training. Customer: No significant impact identified. Equalities/Diversity: No significant impact identified. Outcome and Performance: Potential reduction in professional and technical expertise.	20	0	0	0.0	0.0	0.0
13	Corporate Health, Safety & Wellbeing Charge ALEOs for provision of Health & Safety training, advice and support. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No significant impact identified. Workforce: No significant impact identified. Customer: Potential adverse reaction from ALEOs due to funding concerns. Equalities/Diversity: No significant impact identified. Outcome and Performance: No significant impact identified.	25	0	0	0.0	0.0	0.0

	THE ENVIRONMENT SERVICE	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
14	Planning Strategy & Policy - Tactran Reduce Tactran consultancy and project budget by 50%. Total budget £204k. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No significant impact identified. Workforce: No significant impact identified. Customer: No significant impact identified. Equalities/Diversity: No significant impact identified. Outcome and Performance: Funding will be targetted to priority strategic projects, therefore impact not significant in medium to long term, but may present issues in 2018/19 due to existing commitments.	100	0	0	0.0	0.0	0.0
15	Enterprise - Supporting Business Growth Redesign of funding mechanisms to support Business Growth initiatives for existing and new business start-ups and business events. Total budget £255k. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: Limited impact on individuals and organisations as work is directed on a sectoral basis. Workforce: No significant impact identified. Customer: No significant impact identified. Equalities/Diversity: No significant impact identified. Outcome and Performance: Potential impact on key economic outcomes particularly in growing the business tourism and development sectors and events.	40	0	0	0.0	0.0	0.0

	THE ENVIRONMENT SERVICE	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
16	Mobile Working Transformation Review Service saving resulting from the above Corporate Transformation Project. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: None identified at this stage. Workforce: Managed by efficient and effective workforce planning measures, realising efficiencies with enhanced technology. Customer: Will involve channel shift away from conventional methods of communication in some areas and will mean that mobile staff can access relevant information therefore being more efficient and providing a better customer experience. Equalities/Diversity: No significant impact identified. Outcome and Performance: The benefits of embracing the use of technology is that it will reduce the requirement for manual intervention and allow for more standardised processes.	115	0	0	3.0	0.0	0.0
17	Online Services Transformation Review Service saving resulting from the above Corporate Transformation Project. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: None identified at this stage. Workforce: Managed by efficient and effective workforce planning measures, realising efficiencies with enhanced technology. Customer: Will involve channel shift away from conventional methods of communication in some areas and will mean that mobile staff can access relevant information therefore being more efficient and providing a better customer experience. Equalities/Diversity: No significant impact identified. Outcome and Performance: The benefits of embracing the use of technology is that it will reduce the requirement for manual intervention and allow for more standardised processes.	0	16	12	0.0	0.5	0.5

	THE ENVIRONMENT SERVICE	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
18	Traffic and Network - Workforce Reduction Review Design and Road Safety sections upon completion of schemes for which additional funding was provided. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No significant impact identified. Workforce: Reduction of 4 FTE (4 from 18 FTE – 4 redundancies) Customer: There may be delays for Elected Members/Public/Community Councils etc who have requested information. Equalities/Diversity: No significant impact identified. Outcome and Performance: Minor performance reductions.	0	0	160	0.0	0.0	4.0
19	Service Wide Staff Slippage - Increase Target from 3% to 3.5% Increase service wide staff slippage target from 3% to 3.5%. Total staff budget £28m. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No significant impact identified. Workforce: More posts will be held vacant and for longer periods. Customer: More pressure on existing staff due to reduced capacity. Equalities/Diversity: No significant impact identified. Outcome and Performance: Reduced performance and response rates.	140	0	0	0.0	0.0	0.0

	THE ENVIRONMENT SERVICE	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
20	Waste Management - Replace Recycling Centre with Recycling Points Introduction of Recycling Points in Auchterarder, Aberfeldy and Bankfoot to replace existing Recycling Centres (3 from 9). These Recycling Centres have the lowest tonnage throughput (less than 1,000 tonnes p/a) and/or the lowest recycling performance (60% or lower). The closest alternative provision for these customers will be available at North Perth Recycling Centre at Inveralmond. The saving is made up of removal of 1 vehicle (£45k), reduction in fuel costs (£13k) and 2.5 FTE reduction in staff (£52k). <u>Impact analysis and risk assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No significant impact identified. Workforce: Reduction of 2.5 FTE (2.5 from 19 FTE - 2 vacant, 0.5 redundancy). Customer: Facilities for recycling the majority of recyclates (eg glass, textiles, paper/cardboard) will be retained while the depositing of bulky waste will be available at the remaining Recycling Centres. Equalities/Diversity: No significant impact identified. Outcome and Performance: No significant impact identified.	110	0	0	2.5	0.0	0.0

	THE ENVIRONMENT SERVICE	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
21	Economic Development - Workforce Reduction through Tay City Deal collaboration Collaboration across the region will bring benefits and potential efficiencies in redesign of management structure following confirmation of transfer of functions to Tay Cities Deal regional ED service. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: TCD is focused on smart and inclusive growth, some risk of loss of local targeted support although governance mechanisms through Joint Committee and Management Group should counter this. Workforce: Reduction of 3 FTE (3 from 28 FTE – 3 transfers or redundancies). Customer: Risk of reduced capacity to target and respond to businesses and clients locally. Equalities/Diversity: May adversely impact on target groups in P&K due to regional catchment. Outcome and Performance: Potential for reduced targets locally and incorporation into regional delivery. Governance arrangements with strong P&K representation should mitigate against this.	0	150	0	0.0	3.0	0.0
22	Capital Programme Office And Corporate Asset Management - Workforce Reduction Workforce management review of the 2 teams to generate efficiencies from common work outputs/objectives. Transfer of Service IT support duties to Corporate IT division. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No significant impact identified. Workforce: Staffing reduction (1 from 3 FTE - 1 vacant). PR8 Officer post scheduled to become vacant end of March 2018. Customer: Reduced internal and external customer interaction at professional level to support the Capital Programme improvement agenda. Equalities/Diversity: No significant impact identified. Outcome and Performance: Reduced capacity at professional level to support the newly enhanced Capital Programme.	40	0	0	1.0	0.0	0.0

	THE ENVIRONMENT SERVICE	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
23	<p>Waste Management - Replace remaining Recycling Centres with Recycling Points excluding 2 in Perth and removal of Maintenance squad.</p> <p>Introduction of Recycling Points in Blairgowrie, Crieff, Kinross and Pitlochry to replace existing Recycling Centres (further 4 from 9). Alternative provision for customers will be available at North Perth Recycling Centre Inveralmond and Friarton Recycling Centre.</p> <p>The saving is made up by the removal of 1 vehicle (£45k) and 1 FTE driver (£25K), reduction in fuel costs (£25K), 6.5 FTE reduction in recycling centre staff (£135k), 2 FTE maintenance squad and 1 further vehicle (£70k).</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No significant impact identified.</p> <p>Workforce: Reduction of 9.5 FTE (9.5 from 19 FTE - none vacant, 9.5 redundancies).</p> <p>Customer: Facilities for recycling the majority of recyclates will be retained (eg glass, textiles, paper/cardboard) while the depositing of bulky waste will be available at the remaining 2 Recycling Centres in Perth.</p> <p>Equalities/Diversity: No significant impact identified.</p> <p>Outcome and Performance: Reduction in waste disposal and recycling facilities commensurate with site closure. The option to charge a nominal fee on entry to Recycling Centres has been considered but current Legal advice is that this would be met with challenge from users as it is in contravention with current legislation. No resource to undertake reactive and proactive maintenance / repairs at the remaining recycling centres. Maintenance standards within sites will deteriorate.</p>	300	0	0	9.5	0.0	0.0

	THE ENVIRONMENT SERVICE	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
24	Winter Maintenance Remove all out of normal hours treatment to footway network with the exception of Perth City Centre as carried out by TES Direct Services under 7 day working. Footways will only be treated during working hours Monday to Friday. To offset this reduction in Service, consideration can be given to recruiting self help in the community to treat footways, with plant supplied by the Council. Standby savings = £33k, Operational cost saving = £22k. This proposal is linked to savings option 40 (Street Cleansing) as a reduction in capacity in Street Sweeping would remove the ability to retain the existing level of winter maintenance service on footway treatment. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No significant impact identified. Workforce: Fewer staff required to drive footway gritters as currently on a 1 in 3 rota but still required to drive during normal hours. Customer: Potential increase in complaints. Start routes Mon-Fri at 8am so all routes currently gritted by 07:30 will not be gritted prior to school/work travel. Equalities/Diversity: No significant impact identified. Outcome and Performance: Potential increase in accident / casualty rate before 8am. Reduced resilience in times of severe weather.	55	0	0	0.0	0.0	0.0

	THE ENVIRONMENT SERVICE	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
25	Public Conveniences - Change in provision to Comfort Schemes Close all existing 7 attended public toilets and introduce new comfort schemes in these locations. Savings on utilities, planned maintenance and potential capital receipts for buildings. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No significant impact identified. Workforce: Reduction of 14 FTE from 14 (5 vacant currently filled by agency, 9 redundancies). Customer: Potential impact if alternative provision through Comfort Schemes cannot be secured. Equalities / Diversity: Potential impact on people with medical conditions or disabilities if Comfort Schemes cannot be sourced. Outcome & Performance: Perceived loss of amenity and risk of impact on tourism.	170	0	0	14.0	0.0	0.0
26	Grounds Maintenance - Remove provision for the service at peak summer Remove staff cover for peak summer workload tasks such as vegetation cutting on rights of way, summer bedding planting and watering, along with holiday cover. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No significant impact identified. Workforce: No significant impact identified directly for PKC. 11 agency staff employed for 15 week period. Customer: Impact on residents' and visitors' perceptions of our green spaces with a likely increase in complaints at the peak of the growing season. Equalities/Diversity: No significant impact identified. Outcome and Performance: During the summer period there will be an impact on summer bedding planting, grass cutting and holiday cover. Likely increased levels of public complaints due to reduction in service delivery, reduction in Land Asset Management System score.	70	0	0	0.0	0.0	0.0

	THE ENVIRONMENT SERVICE	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
27	Public Transport 22% reduction in Tendered Services budget. The total budget is £2.3m and the saving could be anything up to this figure. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: Access to transport is a key issue raised by the Fairness Commission in terms of employment, education and healthcare. Workforce: No significant impact identified. Customer: Significant impact on public transport travel opportunities, not just in rural areas, but also in parts of Perth City. Equalities/Diversity: Reduced local bus service timetables will have an impact in terms of increased social exclusion, particularly in rural areas. Outcome and Performance: Will result in contraction of the bus network, including some peak services, thus impacting on routes serving work, education and health related needs. Only skeleton Sunday and evening services are likely to remain on some corridors.	520	0	0	0.0	0.0	0.0
28	Winter Maintenance Remove 60% of treatment to footway network carried out during normal working hours. Treatment would be prioritised to footways surrounding schools and in Perth city and larger town centres. More than half of the existing priority footway network would not receive any winter treatment during normal working hours. Community resilience would be supported through providing Council equipment to communities to treat their own footways. The saving comprises £55k in standing charges and £130k in operational charges. The proposed savings would result in the Council routinely treating an estimated 19.6% of the local footway network (246km of a total footway network of 1,253km)	185	0	0	0.0	0.0	0.0

	THE ENVIRONMENT SERVICE	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
	<u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No significant impact identified. Workforce: The proposals would require a review of workforce deployment with links to workforce savings in Street Cleansing (saving 40). Impact on TC workforce. Customer: Significant reduction in the coverage and frequency of winter maintenance treatment on the Council footways. The service could be supported through community resilience but would be dependent upon the willingness of local communities to take an increased role in winter maintenance. Equalities/ Diversity: Potential impact for elderly and non-ambulant citizens. Outcome and Performance: The proposals would potentially result in increased complaints and less resilience to severe weather events. Benchmarking information for 22 Scottish local authorities indicates that Perth & Kinross Council currently provides winter maintenance treatment for 49% of the local footway network (11th highest performance).						
29	Winter Maintenance - Reduce Network Coverage by 20% The length of road network currently receiving Winter Maintenance treatment is 910km. Reducing this by 20% to 728km would result in savings in operational costs of approximately £250k (20% of £1.25 million current budget) plus £100k in standing charges for 4 gritters and £20k of standby charges. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No significant impact identified. Workforce: No significant impact for PKC staff. Estimated 12 FTE Tayside Contracts staff. Customer: Increased public complaint and likely increased accident/casualty rate. Equalities/Diversity: No significant impact identified. Outcome and Performance: Many routes will no longer receive any treatment. Reduced resilience in times of severe weather.	0	370	0	0.0	0.0	0.0

	THE ENVIRONMENT SERVICE	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
30	50% reduction in Play Areas budget for Community Greenspace 50% reduction in play area maintenance budget for general repair and maintenance of play equipment. Total budget £50k. <u>Impact analysis and risk assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: Reduced access to play facilities which promote healthy and active lives. Workforce: No significant impact identified. Customer: Risk of more complaints due to less maintenance. Some play equipment items may need to be removed if not maintained properly. Equalities/Diversity: No significant impact identified. Outcome and Performance: Reductions would see a further decline in the management of greenspace assets and a poorer quality of environment. Impact on asset management due to reduced proactive maintenance. Reduced number of play equipment items and potential closure of some play areas.	25	0	0	0.0	0.0	0.0
31	50% reduction in Planned Maintenance budget for Community Greenspace 50% reduction in planned maintenance activities for general repair and maintenance in public parks and open spaces (benches, fencing, groundworks etc). Total budget £120k. Gross saving of £60k, less site decommissioning costs estimated at £40k per annum - 2 sites per annum @ £20k each. <u>Impact analysis and risk assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: Reduced access to safe public parks and open spaces which promote healthy and active lives. Workforce: No significant impact identified. Customer: Risk of more complaints arising from reduced amenity of sites. Equalities/Diversity: No significant impact identified. Outcome and Performance: Loss in environmental quality of public space. Decline in the management of greenspace assets and a poorer quality of environment. Impact on asset management due to reduced proactive maintenance.	20	0	0	0.0	0.0	0.0

	THE ENVIRONMENT SERVICE	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
32	Roads Maintenance Cease ditch maintenance. Total budget £80k. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No significant impact identified. Workforce: No significant impact identified. Customer: This could have an impact on road users in the terms of safety as there will be more incidences of standing water Equalities/Diversity: No significant impact identified. Outcome and Performance: This budget was previously reduced and would remove the total budget. Might impact on road safety and would potentially cause the road network to deteriorate.	80	0	0	0.0	0.0	0.0
33	Building Standards - Workforce Reduction Reduction in staffing. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No significant impact identified. Workforce: Reduction of 1 FTE (1 from 16 FTE – none vacant, 1 redundancy). Customer: Speed of decision making reduced and restriction on capacity when dealing with monitoring requirements of Single Verifier role. Equalities/Diversity: No significant impact identified. Outcome and Performance: Currently a top performing Building Standards Authority. PKC would as a result be closer to the average level of performance.	40	0	0	1.0	0.0	0.0

	THE ENVIRONMENT SERVICE	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
34	Planning Development Management And Strategy & Policy - Workforce Reduction Reduction in staffing. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No significant impact identified. Workforce: Reduction of 1 FTE (1 from 53 FTE – none vacant, 1 redundancy). Customer: A reduction in speed and quality of decisions and related work on the LDP/SPG. Equalities/Diversity: No significant impact identified. Outcome and Performance: Reduced capacity to deal with current and potential increased workload including requirements of the Planning Review, although work will be prioritised across the team to mitigate impact.	0	40	0	0.0	1.0	0.0
35	Performance & Resources - Workforce Reduction Review of management structure. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No significant impact identified. Workforce: Staffing reduction (1 from 4 FTE - none vacant, 1 redundancy). Customer: Significant reduction in level of professional support and advice predominantly to internal customers. Equalities/Diversity: No significant impact identified. Outcome and Performance: The deletion of a further Service Manager's post combined with the deletion of the Head of Performance & Resources post would significantly reduce the Service's ability to lead, direct, manage and support the performance, business support, resource and risk management of the Service.	0	0	50	0.0	0.0	1.0

	THE ENVIRONMENT SERVICE	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
36	Waste Services and Community Greenspace - Workforce Reduction Further review/redesign of Waste Services and Community Greenspace looking at non-statutory activities. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: Waste Services and Community Greenspace contribute significantly to community participation in cultural and physical activities that support emotional, physical and mental health. Workforce: Reduction of 8 FTE (8 from 39.3 FTE – none vacant, 8 redundancies). Excluding Bereavement Services, Commercial Waste, Landscape Architects, the North Inch Golf Course and externally funded posts, the posts remaining in Waste Services and Community Greenspace total 39.3 FTEs. Therefore the proposed reduction of 8 FTEs would bring the total down to 31.3 FTEs, a 20% reduction. Customer: Increase in complaints from service users and community groups. Minimal engagement with communities and therefore reduced capacity to progress and develop partnership working and funding initiatives with external groups and individuals. Loss of community goodwill and co-ordinated volunteering and Council effort at a local and site level would have a detrimental impact on the pride of place and visitor experience. Equalities/Diversity: The Council has a duty to maintain its land and sites in a safe manner. Significant reduction in public greenspace sites meeting customer needs and being accessible to all. Outcome and Performance: Significant reduction in partnership working putting increased pressure on the Council to deliver services itself and/or see significant decline and discontent in communities. Reduced support for major Perthshire events. Loss of on the ground inspection of sites and assets. Deterioration in the environmental quality of our parks and open spaces as maintenance schedules and specifications would not be sustainable. No education and awareness activity to support the work of Waste Services and Community Greenspace.	0	320	0	0.0	8.0	0.0

	THE ENVIRONMENT SERVICE	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
37	Environmental and Consumer Services - Workforce Reduction Redesign of management structure. This is in addition to the following reductions in management staffing resource since 2010 (60% in Regulation, 55% in Waste & CGS and 33% in Direct Services). <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No significant impact identified. Workforce: Reduction of 2 FTE (2 from 6 FTE – none vacant, 2 redundancies). Customer: This reduction, when combined with previous year's reductions, would place the division at a critical stage in terms of management capacity. Equalities/Diversity: No significant impact identified. Outcome and Performance: Span of control increased therefore reduced capacity to be able to deal with current and potential increased work loads. Decrease in management support to service teams, resulting in a potential decrease in service performance. Reduction in Management resilience in emergency situations. Reduced capacity to deal with Political (MSP, Member) requests. Limited support to strategic management at a Service and Corporate level.	0	140	0	0.0	2.0	0.0

	THE ENVIRONMENT SERVICE	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
38	Business Support - Workforce Reduction Phased reduction in staffing support. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No significant impact identified. Workforce: Staffing reduction (5 from 38 FTE – 8.4 FTE temporary contracts). This is in addition to a c30% reduction in staffing resource since 2010. Customer: Significantly reduced business support from front line staff for both internal and external customers. Professional and Technical staff will need to undertake a significant proportion of the work themselves without the appropriate training, qualifications or experience potentially leading to mistakes and time required to correct. Equalities/Diversity: Large proportion of affected staff group are female. Outcome and Performance: Significant impact on customer service and customer service standards; answering telephone calls and mail, providing information, processing to databases e.g. planning applications, building warrants, blue badges, penalty charge notices, parking permits, trade waste permits, licences, food safety inspections, vehicle maintenance and operations support. Business Support team directly involved in supporting administration of c£7m of external income to the Council per annum.	45	31	33	2.0	1.5	1.5

	THE ENVIRONMENT SERVICE	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
39	Finance & Governance Support - Workforce Reduction Phased reduction in staffing support. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No significant impact identified. Workforce: Staffing reduction (3 from 17 FTE – 1.3 vacant, 1.7 redundancies). This is in addition to a c30% reduction in staffing resource since 2010. Customer: Significantly reduced financial administration and governance support from front line staff for both internal and external customers. Equalities/Diversity: No significant impact identified. Outcome and Performance: Significant impact on invoice payment PI, systems support and commitment accounting information, officer financial support, contribution to monthly monitoring meetings, debt recovery, bank & suspense account reconciliations, VAT etc. Potential cashflow impact on local small to medium enterprises (SMEs) where Council business represents a large % of their turnover. Finance team responsible for processing c£15m of external income to the Council per annum.	23	24	25	1.0	1.0	1.0

	THE ENVIRONMENT SERVICE	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
40	Street Cleansing - Reduction in activity Reduction of 11 Barrow operative posts, 4 posts will be removed, 1 in Crieff area, 1 in Highland area, 1 in Kinross area and 1 in Eastern area. Barrow operatives in Aberfeldy, Dunkeld, Coupar Angus and Alyth will be removed and two operatives retained to provide a mobile service. Within Perth there would be a reduction of 7 posts, 1 from North Muirton, 2 operatives covering Perth City centre on alternative shifts and 4 posts providing capacity for holiday and sickness cover. (The reduction in Perth Town centre is from 2 to 1 on each shift pattern) The implementation of this option would require a reduction in the Council's Winter Maintenance footway treatment as this workforce delivers the service (saving 24). <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No significant impact identified. Workforce: Reduction of 11 FTE (11 from 76 FTE – 7 vacant, currently filled by agency, 4 redundancies) Customer: Potential for significant resident complaints and a detrimental effect on street cleanliness across Council area. Reduced capacity to assist other operational sections within the Environment Service, particularly during holiday periods or periods of sickness absence, with potential impact on customer experience such as higher levels of uncollected bins, restricted collections at recycling points and temporary closure of public toilets. The service could be supported through community involvement but would be dependent upon the willingness of local communities to take an increased role in the maintenance of their environment. Equalities / Diversity: Potential impact on people with disabilities caused by debris. Outcome and Performance: The responsibility for clearing litter and debris from our public areas lies with local authorities. This is a duty under the Environmental Protection Act 1990. PKC comply with this responsibility by meeting the standards in the Code of Practice on Litter and Refuse (Scotland) 2006. With this level of saving, the potential of not meeting these standards are very high with the subsequent dissatisfaction and increase of complaints from all stakeholders.	210	0	0	11.0	0.0	0.0

	THE ENVIRONMENT SERVICE	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
41	Regulation - Workforce Reduction Reduction in staffing. Reduction in level of service delivery in trading standards animal welfare, environmental health and food safety. This is in addition to the reductions in staffing resource since 2010 (46%). <u>Impact Analysis and Risk Assessment</u> Socio-economic: No significant impact identified. Workforce: Reduction of 7 FTE (7 from 28 FTE – none vacant, 7 redundancies). Customer: Reduced capacity to deal with customer needs resulting in increased complaints. Equalities/Diversity: No significant impact identified. Outcome and Performance: Significant reductions in reactive and proactive health protection duties including response to public health emergencies. Limited specialist capacity to meet current and future demands and reputational risk of defaulting on statutory obligations e.g. Food Standards Scotland Framework Agreement on Official Feed and Food Controls for Local Authorities. Impact on speed of responses to consultation on planning applications and building warrants.	90	200	0	2.0	5.0	0.0

	THE ENVIRONMENT SERVICE	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
42	Street Cleansing - Further service reductions resulting in a move to a reactionary service Remove one vehicle and operative (1 FTE) servicing the Crieff area, generating a saving of £40k. Remove one Litter Master crew (2 FTE at a saving of £40k) and move from an 8 week cycle to a 16 week cycle for litter clearing on the main trunk roads (A9 and A90). Remove 2 mechanical sweepers and 3 operatives servicing the Perth and Blairgowrie areas, generating a saving of £120k. Together, these reductions would generate a saving of £200k with a workforce reduction of 6 FTE. Remove one mobile crew servicing Perth City and surrounding villages (1 from 3) at a saving of £90k including a reduction of 4 FTE posts. Remove one Motor Brush (1 from 3) servicing Perth and Kinross at a saving of £100k and a reduction of 2 FTE. These measures would generate further savings of £190k with a workforce reduction of an additional 6 FTE. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No significant impact identified. Workforce: Reduction of 12 FTE (12 from 65 FTE – none vacant if saving 40 accepted, 12 redundancies). Customer: The combined impact of these options would significantly reduce levels of cleanliness across the Perth & Kinross area. Adverse public reaction to drop in standards, risk to road users after winter (eg grit on roads). Equalities/Diversity: Inequalities in our delivery of service by reducing the frequencies the mobile vans visit rural areas as this resource will have to be redeployed and extended to ensure our main areas within our villages, towns and city are used to supplement the reduction of “barrow staff”. Outcome and Performance: Further reduction in EPA standards, real risk to council of not complying with relevant sections of the Environmental Protection Act. Would effectively result in a move towards a reactionary service. Potential severe negative impact on tourism and would significantly increase the levels of complaints particularly from businesses and residents. Further loss of capacity would impact significantly on the delivery of the Council's Winter Maintenance policy and overall Service resilience.	0	390	0	0.0	12.0	0.0

	THE ENVIRONMENT SERVICE	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
43	<p>Grounds Maintenance – Series of service reductions with focus on maintenance of large open spaces only through the use of tractors and ride on machines with minimal resources available for pedestrianised mowers/trimmers and hand tool activities.</p> <p>1. Reduce the Grounds Maintenance workforce by 10 FTE through removing one member of staff from each of the Council areas and 6 from Perth City (saving of £200k).</p> <p>2. Remove 50% of the 11 x 32 week agency staff brought in to cut grass and support delivery of the core grounds maintenance service over the growing season (saving of £60k).</p> <p>3. Further reduce the Grounds Maintenance workforce by 10 FTE from all areas (saving of £200k).</p> <p>4. Remove remaining 11 x 32 week agency staff brought in to cut grass and support delivery of the core grounds maintenance service over the growing season (saving of £60k).</p> <p><u>Impact Analysis and Risk Assessment</u></p> <p>Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No significant impact identified.</p> <p>Workforce: Reduction of 20 FTE (20 from 68 FTE - 6 vacant, 14 redundancies). 11 agency staff employed for 32 week period.</p> <p>Customer: Significant detrimental impact on Council managed greenspace during the summer growing period. There is evidence that the previous 10% reduction in workforce (2011) impacted on residents' and visitors' perceptions of our green spaces with a 50% increase in complaints at the peak of the growing season. The service could be supported through community involvement but would be dependent upon the willingness of local communities to take an increased role in the maintenance of their environment.</p> <p>Equalities/Diversity: Potential impact for elderly and non-ambulant citizens accessing our green spaces.</p> <p>Outcome and Performance: Reduction in EPA standards, real risk to Council of not complying with relevant sections of the Environmental Protection Act. Highly visible unkempt margins around parks, open spaces and burial grounds together with a higher prevalence of litter in most locations in all areas. The alternative would be to prioritise the Council's greenspace sites and elect to maintain some to a higher standard than others.</p>	0	260	260	0.0	10.0	10.0

	THE ENVIRONMENT SERVICE	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
44	Operations Training Team - Workforce Reduction Reduction in staffing as a result of front line savings across Operations. NOTE - CAN ONLY BE TAKEN IF ALL OPERATIONS SAVINGS ACCEPTED. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No significant impact identified. Workforce: Reduction of 2 FTE (2 from 5 FTE – none vacant, 2 redundancies). Customer: Potential impact on internal customers by reduced ability to schedule training courses. Equalities/Diversity: No significant impact identified. Outcome and Performance: Reduction in resource would require prioritising courses that would meet statutory training requirements, time intervals between other training course would have to be stretched to accommodate this. Impact on the ability to deliver vocational training for workforce development.	0	90	0	0.0	2.0	0.0
	TOTAL SAVINGS PROPOSALS	2,623	2,401	780	47.0	46.0	18.0

	THE ENVIRONMENT SERVICE - PROPERTY DIVISION	Expenditure Pressures		
		18/19 £'000	19/20 £'000	20/21 £'000
1	Property Energy Provision for energy price increases based on Scottish Procurement estimates (9% 18/19, 5% 19/20 & 10% 20/21). Total budget £3.9m.	360	220	450
2	Property Energy Energy costs associated with electric vehicle charging points. No existing budget provision.	60	40	5
3	Property Energy, Water & Maintenance - New Builds Energy, water and maintenance costs associated with new Bertha Park School, City Hall, Collection Store and Blairgowrie Recreation Centre. No existing budget provision.	0	300	220
4	Property Fees Fees not chargeable to capital budget predominantly due to revenue nature of works. Total income budget £2.3m.	300	0	0
5	Pullar House Provision for contract inflation in Pullar House PFI contract based on medium term financial plan (2.5% 18/19, 2.4% 19/20 & 2.3% 20/21). Total budget £2.3m.	100	60	60
6	Property Maintenance. Provision for contract inflation across planned and reactive maintenance contracts based on medium term financial plan (2.5% 18/19, 2.4% 19/20 & 2.3% 20/21). Total budget £4m.	100	100	100
TOTAL EXPENDITURE PRESSURES		920	720	835

	THE ENVIRONMENT SERVICE - PROPERTY DIVISION	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
1	Property Asset Management Property asset management savings generated from property estate rationalisation. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: Focus on retaining buildings attached to statutory services (eg Schools) will lead to reduction in facilities such as community buildings. These community buildings tend to support more disadvantaged sections of the community. Workforce: No significant impact identified but over time with less buildings, direct maintenance staffing will reduce. Customer: Largest areas of corporate property expenditure relate to statutory service provision (eg Education) with little opportunity to reduce costs (current strategies such as Early Years are growing the Property estate). Equalities/Diversity: No significant impact identified. Outcome and Performance: Rationalisation of property estate could be seen as service reduction but carried out objectively will protect front line services and jobs.	0	500	500	0.0	0.0	0.0
2	Property - Workforce Reduction Review of Property Services. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No significant impact identified. Workforce: Reduction of 3 FTE (3 from 12 FTE – none vacant). Customer: Reduced support to internal customers and external suppliers. Equalities/Diversity: No significant impact identified. Outcome and Performance: Reduced management capacity in areas of Property business support, performance management and asset management.	0	160	0	0.0	3.0	0.0

	THE ENVIRONMENT SERVICE - PROPERTY DIVISION	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
3	Property Maintenance Reduction in planned and reactive maintenance budget. Total budget £4m. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No significant impact identified. Workforce: No significant impact identified. Customer: Reduction in reactive or planned maintenance, school DSM, DDA works and cyclical maintenance. Potential increase in complaints. Likely to have more unplanned building failures - eg schools. No decoration, flooring etc unless critical. Equalities/Diversity: Potential reduction in DDA works. Outcome and Performance: Greater risk of building failure and reduced customer/client satisfaction. Approved Property Asset Management transformation programme already assumes a level of reduction in property maintenance budget on the basis of a rationalised estate. Bulk of maintenance budget currently funding schools so impact will be reduction in non priority works - already do this but no improvements, purely reactive small repairs and statutory maintenance. Overall school condition rating and suitability ratings will decrease. SPI ratings will decrease. Much maintenance is used to support correct operation of building systems and heating - side effect will be heating costs could increase.	920	60	335	0.0	0.0	0.0
TOTAL SAVINGS PROPOSALS		920	720	835	0.0	3.0	0.0

HOUSING AND COMMUNITY SAFETY	Expenditure Pressures		
	18/19 £'000	19/20 £'000	20/21 £'000
1 Corporate Savings Target – October 2017 For 2018/19 this pressure relates to updated pay award and funding reduction assumptions. For 2019/20 and 2020/21 these are the pressures identified in the Medium Term Financial Plan. Pay Award Assumptions: £111k (2018/19), £167k (2019/20) and £169k (2020/21) Increments: £0 (2018/19), £31k (2019/20) and £31k (2020/21) Capital financing costs increase: £0 (2018/19), £62k (2019/20) and £63k (2020/21) Update of funding assumptions: further reduction of £314k (2018/19), reduction of £260k (2019/20) and increase of (£72k) (2020/21) Additional Council Tax Income: £0 (2018/19), (£149k) (2019/20) and (£150k) (2020/21)	425	371	41
2 Part Reinstatement of Previously Approved Community Safety Savings In February 2016, the Council approved savings which ceased the funding for Women's Aid and RASAC in respect of the services they deliver in addressing the violence against women and girls agenda. This pressure proposes to reintroduce the funding for the two agencies.	50	0	0
3 Reversal of Budget Flexibility The use of budget flexibility carry forwards allows bridging finance and time to deliver approved savings. The sum carried forward requires to be reversed in the following year's submission.	0	249	0
4 Inflationary Increase for Foundation Living Wage (Housing Support) The Scottish Government considers the implementation of the Living Wage to be a significant indicator of an employer's commitment to Fair Work practices. In 2016/17 the Scottish Government provided funding to support the range of fair work practices including implementation of the Foundation Living Wage and funded an inflationary increase in 2017/18. An allowance for an inflationary increase for 2018/19 was approved by Council in February 2017. This figure has now been updated based on the recent information received regarding the rate for 18/19 and reflects the additional amount required in 18/19. The pressure for 19/20 & 20/21 relates to an inflationary increase based on the inflation assumptions within the Medium Term Financial Plan which are as follows:- <ul style="list-style-type: none"> • 2019/20 - 2.4% • 2020/21 - 2.3% 	16	37	37

	HOUSING AND COMMUNITY SAFETY	Expenditure Pressures		
		18/19 £'000	19/20 £'000	20/21 £'000
5	Reduction of DWP Admin Grant Over the last 6/7 years the DWP has gradually reduced the level of Admin Grant they pay to Perth & Kinross Council for administering Housing Benefit. The reductions each year have ranged from 5% to 14%. This pressure assumes a further 10% cut per year from current funding levels and is an estimate of the potential annual loss of DWP administration grant. Council already approved a £25,000 pressure for 18/19 in February 2017, so the 18/19 pressure has been reduced by this amount. It is not possible to provide figures with any greater degree of accuracy at this stage due to the lack of clarity from DWP around the future funding of benefits administration.	24	44	39
TOTAL EXPENDITURE PRESSURES		515	701	117

	HOUSING AND COMMUNITY SAFETY	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
1	Use of Budget Flexibility Carry Forward 2017/18 The financial performance of H&CS in 2017/18 is a projected under-spend. It is proposed to use the Council's budget flexibility scheme to carry forward monies to fund some of the future years' pressures identified above. This is a non-recurring proposal to allow further time to release recurring savings over the 3 years to 2020/21. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: None. Workforce: None. Customer: None. Equalities/Diversity: No identified equalities/diversity issues. Outcome and Performance: None.	249	0	0	0.0	0.0	0.0
2	Increase in Staff Slippage Target The current staff slippage target for Housing & Community Safety is £226,467 which equates to 2.44% of the gross pay for the service. Over the last 5 years the average additional staff slippage that has been generated for Housing & Community Safety equates to £214,000. This proposal seeks to increase the staff slippage target to 4.5%. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: None. Workforce: None. Customer: None. Equalities/Diversity: No identified equalities/diversity issues. Outcome and Performance: The increase in slippage target reflects the staff vacancy levels averaged over the last 5 years. During this time there has been no material impact on service delivery, however additional staff vacancies may have an impact in future.	200	0	0	0.0	0.0	0.0

	HOUSING AND COMMUNITY SAFETY	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
3	Inflationary Increase in Foundation Living Wage - Income from Scottish Government Pressure 4 above sets out the cost of the inflationary increase in the Foundation Living Wage. It is expected that this will be fully funded by the Scottish Government via the financial settlement. If this is not the case the Council will need to consider how to fund the increase in rates. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: Allows providers to pay staff the Foundation Living Wage. Workforce: None. Customer: Anticipated to have a positive impact on recruitment and retention of the third sector workforce. Equalities/Diversity: Affects all client groups. Outcome and Performance: This affects all client groups, and it is anticipated that the payment of a living wage should hopefully improve the quality and flexibility of Housing Support services commissioned externally.	16	37	37	0.0	0.0	0.0
4	Corporate Digital Services, My Account and Mobile Working Reviews Service savings resulting from the above corporate Transformation Projects. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: None identified at this stage. Workforce: Managed by efficient and effective workforce planning measures, realising efficiencies with enhanced technology. Customer: Will involve channel shift away from conventional methods of communication in some areas and will mean that mobile staff can access relevant information therefore being more efficient and providing a better customer experience. Equalities/Diversity: No impact. Outcome and Performance: The benefits of embracing the use of technology is that it will reduce the requirement for manual intervention and allow for more standardised processes.	0	13	0	0.0	0.0	0.0

	HOUSING AND COMMUNITY SAFETY	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
5	Increase in Income Budget for Gypsy Travellers This saving will see the current income budget matched to the level of rent currently received from Gypsy Travellers. The current income budget is £83,000. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: None. Workforce: None. Customer: None. Equalities/Diversity: No identified equalities/diversity issues. Outcome and Performance: None.	12	0	0	0.0	0.0	0.0
6	Alternative Funding for Criminal Justice Assistants Criminal Justice Assistants (CJAs) provide a statutory function for the Criminal Justice Social Work Service and it is the intention to consolidate the posts that are Housing and Community Safety funded into the Criminal Justice Social Work Budget (Section 27 Grant Funding). The current budget in relation to Section 27 Funding is £1,862,000. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: None. Workforce: None. Customer: None. Equalities/Diversity: None. Outcome and Performance: The income from Section 27 Funding allows the Council to deliver recurring savings whilst maintaining capacity to deliver a service to the criminal justice client group.	129	0	0	0.0	0.0	0.0

	HOUSING AND COMMUNITY SAFETY	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
7	Deletion of Community Safety and Environment Partnership Budget It is proposed to fully delete the budget available for the Community Safety and Environment Partnership. The current budget is £65,000. This fund is intended to support and promote partnership working and was introduced many years ago and its primary purpose was to provide seed funding for new initiatives and projects. However requests are coming for recurring funding, moving away from the initial criteria of seed funding. There are 27 organisations/projects that receive funding ranging from £100 to £6,000, with some of the projects detailed below:- <ul style="list-style-type: none"> • Contribution to Scottish Fire & Rescue Service Community Post • Victim Support • Safe Drive Stay Alive • Street Pastors • Taxi Marshalls • Community Watch <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: This fund supports partnership in the CS Themes - Safer Communities, Vulnerability, Road Safety, Home Safety - all these themes are focused on outcomes and have a disproportionate impact on people from lower Socio-economic groups who are more likely to be victims of crime and unintended injury in their home or outside. Each theme develops activity across the demographic to mitigate disadvantage and achieve outcomes. Workforce: None. Customer: Minimal impact. Equalities/Diversity: Funding has been used to fund new initiatives, deliver services, and equipment for vulnerable groups. Outcome and Performance: Organisations will have to secure funding from alternative sources.	65	0	0	0.0	0.0	0.0

	HOUSING AND COMMUNITY SAFETY	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
8	Reduction in Bed & Breakfast Budget Due to the successful implementation and impact of Home First by placing people in more appropriate accommodation to meet their needs avoiding the need for temporary accommodation, expenditure against this budget has been reducing. This proposal will reduce the budget from £23,000 to £10,000 and will allow up to approximately 10 places per night in Bed & Breakfast accommodation. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: Through service redesign and a reduced reliance on the use of bed and breakfast accommodation, we are positively addressing socio economic disadvantage and inequality by delivering a more suitable housing solution for homeless people. Workforce: None. Customer: During 2016/17, there were only 14 B&B placements and to date there has only been 3 placements. Equalities/Diversity: No identified equalities/diversity issues. Outcome and Performance: Demand for temporary accommodation is monitored by the team on a daily basis and is also discussed by management at their monthly performance management meeting. This ensures that demand is met effectively and is in line with approved budget.	13	0	0	0.0	0.0	0.0

	HOUSING AND COMMUNITY SAFETY	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
9	Reduction in Housing/Homeless Budgets Following a review of all current budget commitments across Housing/Homeless Services, opportunities to apply budget reductions have been identified. These include the reduction in supplies and services across homeless. The current budget is £101,000. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: Through service redesign and a reduced reliance on the use of temporary accommodation, we are positively addressing socio economic disadvantage and inequality by delivering a more suitable housing solution for homeless people. Workforce: None. Customer: None. Equalities/Diversity: No identified equalities/diversity issues. Outcome and Performance: None.	22	0	0	0.0	0.0	0.0
10	Reduction in Private Sector Housing Grant Following a review of previous years' outturns it is proposed to reduce the budget available for Private Sector Housing grants. This budget provides financial assistance to private home owners to undertake major adaptations to their properties thus enabling them to remain living at home. The budget has consistently underspent in recent years and this, along with the ongoing review and re-provision of the service, has allowed this saving proposal to be brought forward. The proposed saving represents 13.87% of the current recurring budget of £1,305,000 and will see the overall budget reduce to £1,124,000 by April 2021. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: None. Workforce: None. Customer: None. Despite underspending on their base budgets, the projects have seen an average of 200 service users per year receiving major adaptations. Equalities/Diversity: None. Outcome and Performance: A new project management and monitoring process has been introduced and it is not anticipated that there will be a reduction in individual or service outcomes or performance.	115	0	66	0.0	0.0	0.0

	HOUSING AND COMMUNITY SAFETY	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
11	Review of Support Services Opportunities to apply budget reductions have been identified. These include the deletion of vacant posts and a reduction in non-staff budgets. The current budget is £3,483,000. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: None. Workforce: Total Staff 96.26fte, Vacancies 5.99fte, Fixed Term 6.5fte, Known retirals 5.0fte. Customer: None. Equalities/Diversity: No identified equalities/diversity issues. Outcome and Performance: None.	0	196	7	0.0	3.0	0.3
12	Review of Corporate Functions - Revenues & Benefits Team Budgets Full service universal credit is enacted in June 2018, any reduction in posts should take account of the need to retain an adequate level of skills and experience to ensure that the Council is prepared and can deliver in respect of its statutory duties in relation to Council Tax, Housing Benefits and Scottish Welfare Fund. This saving equates to a loss of approximately 3fte posts. The current budget is £2,246,000. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: None. Workforce: Total Staff 86.12fte, Vacancies 13.27fte, Fixed Term 3.87fte, Known retirals 2.0fte. Customer: Further savings has the potential to lead to reduction in service, such as increased processing times for claims, delays in Crisis Grant decisions and less advice/representation; all of which could lead to poorer outcomes/increased challenges for our customers. Equalities/Diversity: No identified diversity or equalities issues at this stage. Outcome and Performance: A loss of key skilled staff, at a time where complexity and demand is increasing, could lead to a reduction in performance of statutory duties. For example, reduced income for the Council (e.g. Council Tax), increased risk of financial penalty (benefit subsidy loss) and difficulty in complying with regulated timescales (Community Care Grants). We will continue to ensure that effective leadership, planning and best use of resources delivers essential services, maximises income for Council/customers and minimises/mitigates negative impact (where it is possible to do so).	0	93	0	0.0	3.0	0.0

	HOUSING AND COMMUNITY SAFETY	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
13	Review of Corporate Functions - Customer Service Centre Staff Levels The improvements made in the customer experience to Pullar House with visitors able to by-pass the help and advice reception desk and select a service/interview slot with appropriate officers, for example, housing, benefits, council tax, licensing, planning etc. has released staff from reception duties, streamlining enquiries to officers and remove some double handling of customer enquiries. These improvements will allow the reduction on 1fte member of staff. There is scope for further savings using this technology by continuing to increase footfall and visitors to Pullar House from the rationalisation of buildings and the centralisation or promotion of city centre customer facing activities. The current budget is £753,000. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: None. Workforce: Total Staff 27.07fte, Vacancies 4.00fte, Fixed Term 5.55fte, Known retirals 0.0fte. Customer: None. Equalities/Diversity: None. Outcome and Performance: None.	0	33	0	0.0	1.0	0.0

	HOUSING AND COMMUNITY SAFETY	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
14	Review of Housing Support Services Funded by SLAs As part of a review of commissioned services, Council hostel provision, third sector hostel provision and floating support services are being reviewed. In relation to 3rd sector hostel provision, three organisations currently provide "temporary" accommodation and support in Perth & Kinross for people who have been homeless. <ul style="list-style-type: none"> • Skinnergate Hostel and satellite flats – 41 places. • CATH House – 16 places. • Anchor House – 25 places. These services were developed a number of years ago and recent occupancy information indicates that all projects are experiencing a sharp down-turn in demand, and this runs parallel with the same trend for PKC managed temporary accommodation. Part of this proposed saving reflects a reduction in demand and a redesign of this type of service. The current budget is £978,000. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: The impact of reductions in housing support services will be directly felt by vulnerable people, where timely input of support is critical to enabling service users to re-establish their independence and self-reliance. Workforce: Unknown at this stage but potential implications for providers. Customer: A reduction in housing support hours will lead to staffing implications for the voluntary sector providers. However, it is possible that savings may be achieved through a recommissioning exercise focussed on delivering locality based services depending on local needs. The wider impact on local economy if there are reductions in staffing and the impact that will have on the local job market are not quantifiable. Equalities/Diversity: Housing support services are delivered to some of the most vulnerable and social excluded people in the community. There is a need to ensure that the impact on vulnerable people is minimised, and that access to services for some of the most deprived people in our communities is maintained.	0	0	145	0.0	0.0	0.0

	HOUSING AND COMMUNITY SAFETY	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
	Outcome and Performance: <ul style="list-style-type: none"> • Service reduction presents a risk that demands on statutory services could increase because there is less availability of low level preventative housing support services. • Potential increase in homelessness and antisocial behaviour. • Risk that demand for floating support will increase and cannot be met because of a reduction in other services across the Council. • Risk of detrimental impact on critical strategic objectives related to 1) “recovery” agenda for people with mental health problems and drug and alcohol issues; 2) prevention of anti-social behaviour; 3) tenancy sustainment and related issues. 						
	TOTAL SAVINGS PROPOSALS	821	372	255	0.0	7.0	0.3

	Corporate & Democratic Services	Expenditure Pressures		
		18/19 £'000	19/20 £'000	20/21 £'000
1	Corporate Savings Target – October 2017 For 2018/19 this pressure relates to updated pay award and funding reduction assumptions. For 2019/20 and 2020/21 these are the pressures identified in the Medium Term Financial Plan. Pay Award Assumptions: £132k (2018/19), £198k (2019/20) and £198k (2020/21). Increments: £0 (2018/19), £37k (2019/20) and £37k (2020/21) Capital financing costs increase: £0 (2018/19), £73k (2019/20) and £73k (2020/21) Update of funding assumptions: further reduction of £371k (2018/19), reduction of £307k (2019/20) and increase of (£84k) (2020/21) Additional Council Tax Income: £0 (2018/19), (£176k) (2019/20) and (£176k) (2020/21)	503	439	48
2	General Data Protection Regulation (GDPR) will apply to the UK from 25 May 2018. The introduction of this new legal framework will require additional resource to implement and maintain to ensure the Council meets it's statutory obligations.	40		
3	Communities It has been identified that the existing team requires additional capacity to undertake the increased workload due to the requirements of the Community Empowerment (Scotland) Act.	24		
TOTAL EXPENDITURE PRESSURES		567	439	48

	Corporate & Democratic Services	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
1	Income Increase non-statutory/discretionary charges across a number of Corporate and Democratic Services activities as follows: Registration Services - £10k Recharge to Loans fund - £10k Recharge to Insurance fund - £15k Legal Services - £5k Salary sacrifice - £20k IT recharges to third party organisations - £4k <u>Impact Assessment and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: None identified at this stage. Workforce: None identified at this stage. Customer: None identified at this stage. Equalities/Diversity: None identified. Outcome and Performance: None identified at this stage.	59	5	0	0.0	0.0	0.0
2	Corporate Digital Services, My Account and Mobile Working Reviews Service savings resulting from the above corporate Transformation Projects. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: None identified at this stage. Workforce: Managed by efficient and effective workforce planning measures, realising efficiencies with enhanced technology. Customer: Will involve channel shift away from conventional methods of communication in some areas and will mean that mobile staff can access relevant information therefore being more efficient and providing a better customer experience. Equalities/Diversity: No impact. Outcome and Performance: The benefits of embracing the use of technology is that it will reduce the requirement for manual intervention and allow for more standardised processes.	0	10	9	0.0	0.5	0.5

	Corporate & Democratic Services	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
3	Supplies & Services Efficiency Saving Savings have been identified within the Supplies and Services budget through reviewing work practices and service delivery, targeting areas where new working practices have allowed for a reduction in supplies and services expenditure. These include some of the following: A reduction in the Disclosure budget to reflect activities £9k; Reducing the Council's budget for Audit fees to reflect current charges £14k; Reducing the Community Council grants budget from £30k to £25k; Reducing the Corporate Communications budget from £19k to £10k by changes in how Perth and Kinross News is published; Reducing the civic and twinning budget by £3k; Removing the software budget in Democratic Core £11k; Reducing the technical support budget in IT from £72k to £32k; this budget allows IT to access specialist technical support; Reducing the infrastructure contingency budget in IT from £56k to £30k; this is a contingency to deliver the operational service such as the upgrading of line speeds and additional storage for the back up of data; Reviewing the IT support & maintenance contracts with a view to reducing them from £314k to £282k; Reviewing the telephony budget with a view to reducing this contract by £10k. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: None identified at this stage. Workforce: None identified at this stage. Customer: This could lead to an increase in system downtime which could affect delivery of frontline services. Equalities/Diversity: No issues identified. Outcome and Performance: A reduction in the technical support budget would limit the ability to access specialist technical expertise to support, maintain and upgrade our technical environment and keep it secure.	123	40	6	0.0	0.0	0.0

	Corporate & Democratic Services	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
4	Training Reducing the IT training budget from £32k to £22k. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: None identified at this stage. Workforce: May impact staff confidence and morale with reduced access to training. Customer: None identified at this stage. Equalities/Diversity: No issues identified. Outcome and Performance: Potential reduction in professional and technical expertise.	10	0	0	0.0	0.0	0.0
5	Increase the Corporate and Democratic Services Staff Slippage Target Increase in Corporate and Democratic Services staff slippage to 3.5% of staff costs to reflect slippage currently being generated. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: None identified at this stage. Workforce: This will be achieved through approved workforce management measures. Customer: Minimal. Equalities/Diversity: There are no identified equality or diversity issues. Outcome and Performance: With a reducing workforce the ability to achieve this target may be difficult going forward.	41	0	0	0.0	0.0	0.0

	Corporate & Democratic Services	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
6	Workforce Management All areas of activity are under continuous review within Corporate and Democratic Services which will produce a reduction in staff salary costs of approximately 6% (this includes the additional VSS posts not identified). This will be achieved by undertaking reviews across areas of Corporate and Democratic Services; the re-prioritisation of existing workloads; a reallocation of duties; the non-filling of posts as post holders retire and the deletion of vacant posts. Finance 18/19 budgeted FTE 34.5 reduction of 1.7 FTE equals 4.9% reduction Legal 18/19 budgeted FTE 42.8 and remains the same (see pressures) HR 18/19 budgeted FTE 69.48 reduction of 7.2 FTE equals 10.3% reduction SCOD & CCS 18/19 budgeted FTE 39.37 reduction of 3.1 FTE equals 7.9% reduction Democratic Core budgeted FTE 39.45 reduction of 2.7 FTE equals 6.8% reduction IT budgeted FTE 71.85 reduction of 8.9 FTE equals 12.4% reduction <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: None identified at this stage. Workforce: Net reduction of 22.4FTE posts leaving by the following methods: 11.8 FTE are vacant; 2.6 FTE not filling fixed term posts; 0.6 FTE approved VSS; 8 FTE potential VSS; 0.6 FTE potential retirement; 1.2 FTE New posts (see pressures). It should be recognised that CCS are already subject to a review with savings of £80k that have been removed from the budgeted FTE above. This £80k saving represents a reduction of 2.2 posts. Customer: There may be delays in completing tasks as the workforce reduces and experienced staff leave.	279	395	47	10.5	11.4	1.7

Corporate & Democratic Services	Net Saving			Staffing Implications		
	18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
<p>Reduction in HR and Legal will limit the ability to support workforce change which deliver efficiencies and transformation. There will be a reduction in the ability to react to legislative and/or policy changes such as the Public Sector Reform Programme. It will not be possible to provide the same support in HR collaborative efforts with our Tayside partners. Potential impact on key enabling HR projects to facilitate modernisation.</p> <p>Reduced capacity to support community empowerment and engagement including support for Action Partnerships, as well as adult & family learning; reduction to support the delivery of procurement savings; reduction in organisational development support including staff development and learning; less capacity to support strategy development and corporate performance and risk management.</p> <p>Reduction in support for community-based activity and for the democratic processes within the council.</p> <p>A 12.4% reduction in resources, 8.89 FTE out of a total of 71.85, will have a major impact on the level of service currently provided. All areas will be affected and service levels will be degraded. Areas likely to be impacted include First Line Support / IT Helpdesk, business application support, development and support of the core ICT infrastructure including Wi-Fi, networks and servers, and IT security.</p> <p>Reduction in financial systems support and commitment accounting information, officer financial support, bank & suspense account reconciliations, VAT etc.</p> <p>Equalities/Diversity: There are no identified equality or diversity issues.</p> <p>Outcome and Performance: As above.</p>						

	Corporate & Democratic Services	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
7	Increase charges to LAL & Tactran IT have provided a service to LAL & Tactran for a number of years and have never increased charges to either organisation. It is proposed to uplift charges by 5%. The impact will be an increase of £5k for LAL and £1k for Tactran. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: None identified at this stage. Workforce: None identified at this stage. Customer: None identified at this stage. Equalities/Diversity: No issues identified. Outcome and Performance: None identified at this stage.	6	0	0	0.0	0.0	0.0
8	Charge Culture Perth & Kinross for Corporate Services It is proposed to charge Culture Perth & Kinross a fee for the support the council currently provides for IT, payroll, HR and legal services. The fee proposed is substantially lower than the actual costs incurred for these services but reflects some of the work undertaken in these areas. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: None identified at this stage. Workforce: None identified at this stage. Customer: None identified at this stage. Equalities/Diversity: No issues identified. Outcome and Performance: None identified at this stage.	30	5	5	0.0	0.0	0.0

	Corporate & Democratic Services	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
9	Reduction in Grant to PKAVS The £30K to PKAVS funds the following as listed in the SLA: To promote volunteering, in particular volunteering for young people or those of any age in transition as a positive contribution to community resilience and enhanced employment opportunities in Perth & Kinross. Provide a streamlined business support service to enable new and existing voluntary organisations, community groups and social enterprises to strengthen and grow their potential. Support, inform and develop local voluntary organisations, community groups, social enterprises and volunteers including representing the sector interests at strategic groups including the community planning partnership. This reduction would be negotiated with PKAVS and to ensure continued support to communities we would explore potential links and new partnership arrangements with Stronger Communities and Economic Development. The Council paid PKAVS £657k in grants in financial year 2016/17. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: None identified at this stage. Workforce: None identified at this stage. Customer: None identified at this stage as a different delivery model will be explored. Equalities/Diversity: No issues identified. Outcome and Performance: None identified at this stage.	15	15	0	0.0	0.0	0.0

	Corporate & Democratic Services	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
10	Review across Corporate & Democratic Services & other Council Services Reviews will take place across all Council services to identify opportunities to redesign areas where a centralised approach to service delivery would produce efficiencies and generate savings. These reviews will include areas such as communications and performance. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: None identified at this stage. Workforce: Managed by efficient and effective workforce planning measures and taking opportunities as they arise. Customer: This may impact on the way services are delivered and the interaction with customers. Equalities/Diversity: No issues identified. Outcome and Performance: With services merging and specialist skills reducing this may impact on response times.	50	0	55	tbc	tbc	tbc
TOTAL SAVINGS PROPOSALS		613	470	122	10.5	11.9	2.2

	CULTURE & LEISURE	Expenditure Pressures		
		18/19 £'000	19/20 £'000	20/21 £'000
1	Corporate Savings Target - October 2017 For 2018/19 this pressure relates to updated pay award and funding reduction assumptions. For 2019/20 and 2020/21 these are the pressures identified in the Medium Term Financial Plan . Pay Award Assumptions: £71,000 (2018/19), £107,000 (2019/20), £107,000 (2020/21) Increments: £0 (2018/19), £20,000 (2019/20), £20,000 (2020/21) Capital financing costs increase: £0 (2018/19), £40,000 (2019/20), £40,000 (20120/21) Update of funding assumptions: further reduction of £201,000 (2018/19), reduction of £166,000 (2019/20) and increase of (£45,000) (2020/21) Additional Council Tax Income: £0 (2018/19), (£96,000) (2019/20), (£96,000) (2020/21)	272	237	26
2	New Cultural Attraction £500K recurring revenue has been identified as the new pressure to operate PMAG and City Hall when they re-open in 2020/21. The existing operating cost for PMAG, Fergusson Gallery and Alyth Museum is £712K net (including income generation of £34,550). A new operating model for museums will be required for 2020/21 and this will be prepared in line with the design briefs (now underway) for PMAG and City Hall which will establish the operational requirements in detail. Phasing of this pressure is projected on the following assumptions: April 2018/2019 onwards: implementation of new Cultural Trust model subject to council approval. The additional money will allow transitional arrangements and planning to be put in place prior to the new facilities opening. Culture Perth and Kinross £100,000 (17/18); £200,000 (18/19)			200
TOTAL EXPENDITURE PRESSURES		272	237	226

	CULTURE & LEISURE	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
1	Reduction in Supplies & Services This saving represents a 63% reduction in the support costs. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No impact. Workforce: None. Customer: None. Equalities/Diversity: No impact. Outcome and Performance: Savings will be taken from Supplies & Services, travel and training budget for the Head of Culture & Public Service Reform.	35	0	0	0	0	0
2	Grant reduction to Pitlochry Festival Theatre Since 2014/15 annual grant expenditure to PFT has been £220,150, an uplift of £31,000 from the 2013/14 baseline reflecting its contribution to the Highland tourism economy. An interest free loan of £200,000 was written off in June 2015 by SP&R Committee. This is a 14% reduction to this budget. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No direct impact but PFT makes a key contribution to the rural economy of Highland Perthshire as part of the tourism offer. Workforce: None. Customer: None. Equalities/Diversity: None. Outcome and Performance: PFT will be asked to find efficiencies from its running costs and there may be a reduction in the front line programmes and activities which it provides or in the quality of its production standards.	8	23	0	0	0	0

	CULTURE & LEISURE	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
3	Reduction in Grants Total grant expenditure to village halls is £18,474. New school facilities have been opened in some areas which provide additional community facilities. This is an 11% reduction to this budget. Reduction in grant to Birnam Arts, total annual grant is £15,000. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No direct impact but community and village halls provision support our wider community infrastructure and access to local community-led services and networks. Workforce: None. Customer: None. Equalities/Diversity: None. Outcome and Performance: Halls currently in receipt of grant will be asked to find efficiencies from running costs.	2	0	0	0	0	0
4	Reduction in contract fees Live Active Leisure (LAL) The total Contract expenditure on LAL is £4.679M as part of the new contract renegotiation process a 6.9% reduction over 3 years will be expected. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No impact. Workforce: Possible redundancies within LAL's workforce. Customer: Possible reduction in venues and opening hours. Equalities/Diversity: None. Outcome and Performance: LAL's ability to build and increase customer numbers and income generation may be impacted. Increasing the percentage reduction from the negotiated contractual agreement may lead to facilities operating on restricted hours or closing.	176	138	11	0	0	0

	CULTURE & LEISURE	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
5	Reduction in contract fees Horsecross Arts (HXA) The total Contract expenditure on HXA is £1.186M as part of the new contract renegotiation process a 5.6% reduction over 3 years will be expected. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No impact. Workforce: From April 2019 it is anticipated that HX and Culture Perth and Kinross will merge to form a single Cultural offering. Savings will be fully required at the point where the 2 Trusts merge and rationalisation of existing senior management and support structures will be needed. Reductions in existing service levels will also be required to achieve these savings. Customer: This will initially mean a reduction in Creative Learning and community programmes and potential reduction in opening hours. Equalities/Diversity: None. Outcome and Performance: The Trusts' ability to maintain user numbers and generate income will be impacted. Horsecross Arts: At strategic level this will affect our ability to exploit visitor market opportunities and reposition Perth as a cultural destination and driver of economic growth. Reductions in 2017/18 will have additional adverse impact on HX as it prepares to reopen Perth Theatre in November 2017.	28	35	3	0	0	0

	CULTURE & LEISURE	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
6	Reduction in contract fees Culture Perth and Kinross (CPK) The total Contract expenditure on CPK is £3.314M as part of the new contract renegotiation process a 5.6% reduction over 3 years will be expected. Culture Perth and Kinross has more limited opportunities to raise income than other Trusts because a large part of its business is libraries which is a universal free statutory service. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: No impact. Workforce: From April 2019 it is anticipated that HX and Culture Perth and Kinross will merge to form a single Cultural offering. Savings will be fully required at the point where the 2 Trusts merge and rationalisation of existing senior management and support structures will be needed. Reductions in existing service levels will also be required to achieve these savings. Customer: Culture Perth and Kinross the 2012 Library Review reduced staff structure to minimum therefore further savings will require building closures in smaller community buildings and /or Mobile reductions. Equalities/Diversity: None. Outcome and Performance: The Trusts' ability to maintain user numbers and generate income will be impacted. Culture Perth & Kinross: Usage monitored as customer behaviour changes e.g. - Mobile Library 1 (Perth City Centre); 15.9% reduction in use since 2012/13 - 7,800 annual users. - Coupar Angus Library: 15.7% reduction in use - 4,600 annual users. - Birnam Library: 20% reduction in use - 3,400 annual users - 126% increase in online services including e-lending.	79	98	8	0	0	0

	CULTURE & LEISURE	Net Saving			Staffing Implications		
		18/19 £'000	19/20 £'000	20/21 £'000	18/19 £'000	19/20 £'000	20/21 £'000
7	Review of Cultural Trusts Total SLA expenditure on performing arts delivered by HX Arts is £1.186M and on museums, libraries/local studies and community arts delivered by Culture Perth and Kinross is £3.314M. The Council is committed to reviewing the current 2-Trust model to create a single cultural Trust by October 2019. Efficiencies are anticipated by creating a single senior management structure for a single new organisation and associated wider efficiencies. <u>Impact Analysis and Risk Assessment</u> Promote Fairness/Reduce Inequality/Address Socio Economic Disadvantage: The Council is making significant investment in culture and creative industries to strengthen and diversify the economy creating more fair work for all. A single Trust will provide a more efficient and effective delivery model to achieve these objectives. There will be a reduction in senior management and support posts in HX and CP&K of 2.5FTE posts. Workforce: A reduction in senior management and corporate services posts will be required with an expected total reduction of 2.5FTE across the 2 current staff structures. Customer: None. Equalities/Diversity: None. Outcome and Performance: A single Cultural Trust emerged as a preferred option from an earlier (2015) review of Trust delivery models. Combining the cultural offer which is currently provided by 2 separate organisations is expected to improve the customer experience by a stronger shared understanding of different customer needs and create efficiencies through single marketing, front of house and catering functions.	0	70	80	0	0	0
TOTAL SAVINGS PROPOSALS		329	364	102	0.00	0.00	0.00

**PERTH AND KINROSS COUNCIL
EDUCATION AND CHILDREN'S SERVICES**

Music Instruction and Central Group Charges 2018/2019

<u>Description</u>	<u>2017/2018 Charges</u>	<u>2018/2019 Charges</u>
Music Instruction	£245.85	£817.00
Non SQA Study Charge	£245.85	£817.00
Central Groups	£81.05	£81.05

Note

No tuition can be agreed if the parent or guardian has outstanding tuition fees and are not on a payment plan.

A parent/guardian shall be liable for charges until the end of term in which written confirmation of cancellation has been received.

All Music Camp fees should be paid in full prior to the commencement of the camp.

The above prices are effective from 14 August 2018.

School Meals and Breakfast Clubs Charges 2018/2019

<u>Description</u>	<u>2017/2018 Charges</u>	<u>2018/2019 Charges</u>
Primary Pupils*	£2.10	£2.10
Secondary Pupils*	£2.25	£2.25
Adult Meals **	£3.30	£3.30
Breakfast Clubs	£2.00	£2.00

Note

* VAT not applicable.

** VAT inclusive.

The above charges are effective from 17 April 2018.

Childcare Strategy Services Charges 2018/2019

<u>Description</u>	<u>2017/2018 Charges</u>	<u>2018/2019 Charges</u>
Kids Clubs		
<u>Term Time</u>		
One Child	£9.25	£9.25
<u>Holiday and In-Service</u>		
Up to 5 hours	£18.80	£18.80
Up to 7 hours	£21.00	£21.00
7 hours +	£23.20	£23.20
Wraparound Care		
Session One	£9.75	£9.75
Session Two	£9.25	£9.25
<u>Holidays and In-Service</u>		
Up to 5 hours	£18.80	£18.80
Up to 7 hours	£21.00	£21.00
7 hours +	£23.20	£23.20
Note		
There will be no change to the Registration Fee for Wraparound Care and Kids Clubs of £13 for a single child and £20 for families.		
Playstart		
<u>Additional Provision for Council Groups</u>		
Basic Charge (2 hours with 2 staff)	£69.50	£69.50
Additional hours over basic	£33.60	£33.60
Per additional staff member	£34.75	£34.75

Childcare Strategy Note

For every 15 sessions paid for one session is free. Kids Clubs attract a 5% discount for a 2nd or more children from the same family.

Removal of free sickness allowance, a charge will be levied for non-attendance due to sickness.

All the above prices are VAT exclusive – VAT will be applied where required.

The above charges are effective from 1 July 2018.

School/Community Campus/ASTRO Pitches Lets Charges 2018/2019

School & Community Campus Lets	2017/18 Charges			2018/19 Charges		
	Rate per hour	Half Day (4hrs)	Full Day (8hrs)	Rate per hour	Half Day (4hrs)	Full Day (8hrs)
Commercial						
Medium - Class size	£45.00	£150.00	£195.00	£45.00	£150.00	£195.00
Large - Assembly Hall/Specialist*	£100.00	£230.00	£365.00	£100.00	£230.00	£365.00
Commercial Discount (Multiple bookings - minimum of 8 bookings)						
Medium - Class size	£33.00	£112.00	£146.00	£33.00	£112.00	£146.00
Large - Assembly Hall/Specialist*	£75.00	£172.00	£273.00	£75.00	£172.00	£273.00
Concession (Single Booking)						
Medium - Class size	£15.00	£48.00	£96.00	£15.00	£48.00	£96.00
Large - Assembly Hall/Specialist*	£30.00	£96.00	£192.00	£30.00	£96.00	£192.00
Concession (Multiple Booking - minimum of 8 bookings)						
Medium - Class size	£7.50	n/a	n/a	£7.50	n/a	n/a
Large - Assembly Hall/Specialist*	£15.00	n/a	n/a	£15.00	n/a	n/a
Concession Junior (Under 18)						
Medium - Class size	£4.00	n/a	n/a	£4.00	n/a	n/a
Large - Assembly Hall/Specialist*	£8.50	n/a	n/a	£8.50	n/a	n/a
Performance Bookings / Box Office on Ticket Sales						
For Performance bookings, or bookings where tickets are sold, a box office charge of 20% of sales may be considered as an alternative to the above charges						
Community Campus Meeting Packages						
Bronze	n/a	£5.00	£8.00	n/a	£5.00	£8.00
Silver	n/a	£7.00	£14.00	n/a	£7.00	£14.00
Gold	n/a	£10.00	£18.00	n/a	£10.00	£18.00

Campus Birthday Packages (minimum of 10 Children)	2017/2018 Charges	2018/2019 Charges
	per child	per child
Sportshall Party (Cold Party Box / Hot Party Platter)	£7.50	£7.50
Inflatable Party (Cold Party Box / Hot Party Platter)	£8.50	£8.50
Dance Party (Cold Party Box / Hot Party Platter)	£10.50	£10.50
Pool Party (Cold Party Box / Hot Party Platter)	£12.00	£12.00

Astro Turf	2017/18 Charges		2018/19 Charges	
	Junior Rate per hour	Adult Rate per hour	Junior Rate per hour	Adult Rate per hour
Commercial - Profit Making				
One Third Pitch	£56.00	£70.00	£56.00	£70.00
Two Third Pitch	£70.00	£88.00	£70.00	£88.00
Full Pitch	£94.00	£117.00	£94.00	£117.00
Concession (Single Booking)				
One Third Pitch	£28.00	£35.00	£28.00	£35.00
Two Third Pitch	£35.00	£44.00	£35.00	£44.00
Full Pitch	£47.00	£59.00	£47.00	£59.00
Concession (Multiple Booking - minimum of 8 bookings)				
One Third Pitch	£22.00	£28.00	£22.00	£28.00
Two Third Pitch	£28.00	£35.00	£28.00	£35.00
Full Pitch	£38.00	£47.00	£38.00	£47.00

School/Community Campus/ASTRO Pitches Lets Charges 2018/2019

Perth High Community Sports Hub	2017/18 Charges			2018/19 Charges		
	Rate per hour	Half Day (4hrs)	Full Day (8hrs)	Rate per hour	Half Day (4hrs)	Full Day (8hrs)
Commercial (Profit-Making) - Small - Meeting Room	£40.00	£90.00	£130.00	£40.00	£90.00	£130.00
- Large - Hall	£100.00	£230.00	£365.00	£100.00	£230.00	£365.00
Concession (Single Booking) - Small - Meeting Room	£15.00	£48.00	£96.00	£15.00	£48.00	£96.00
- Large - Hall	£30.00	£96.00	£192.00	£30.00	£96.00	£192.00
Concession (Multiple Booking - Minimum of 8 bookings) - Small - Meeting Room/Outdoor Usage	£7.50	N/A	N/A	£7.50	N/A	N/A
- Large - Hall	£15.00	N/A	N/A	£15.00	N/A	N/A
Junior Under 18 - (Multiple Booking)						
- Small - Meeting Room/Outdoor Usage	£4.00	N/A	N/A	£4.00	N/A	N/A
- Large - Hall/Specialist	£8.50	N/A	N/A	£8.50	N/A	N/A

Exempt

All Council Services
 Parent Councils / Elections
 Kids Club (Non profit making)

All Specialist rooms will have restricted access and require initial contact with the Campus Business Manager to confirm bookings.

Please note that the above charges do not apply to Community Campus sports facilities managed by Live Active Leisure (Details available on www.liveactive.co.uk).

User Type

Commercial: Individuals or Commercial Groups/Organisations who are profit making (up to 4 hours is half day, up to 8 hours is full day)

Concession: Non profit making groups such as Over 18 Sport, Adult Education Associations, MP/MSP/MEP/ Religious Activities, Community Councils, Community Planning Partners and Local Voluntary and Charitable Organisations.

Junior: Under 18 Activities (Non profit making)

Community Campuses:

Blairgowrie Community Campus
 Breadalbane Community Campus
 Glenearn Community Campus
 Loch Leven Community Campus
 North Inch Community Campus
 Strathearn Community Campus

The above charges are effective from 1 April 2018.

Consultancy and Staff Development Charges 2018/19

<u>Description</u>	<u>2017/2018 Charges</u>	<u>2018/2019 Charges</u>
Charges for Authority Staff	£619.00	£637.50
Access To Staff Development Opportunities - Per Day	£239.50	£246.70
Voluntary Organisations - Per Day	£119.75	£123.35

Notes

Charges for Education Scotland & SQA activities are at nationally agreed rates.

Failure to cancel bookings within 3 days of course date may result in a cancellation fee being imposed.

The above charges are effective from 1 April 2018.

The above prices are VAT inclusive. VAT will be applied where required.

Wellbank House - Rent Charges 2018/19

<u>Description</u>	<u>2017/2018 Charges Weekly</u>	<u>2018/2019 Charges Weekly</u>
Rent	56.52	57.76
Eligible Rent	157.55	161.02
Ineligible Amenity Charge	15.71	16.05
Total Charge	229.78	234.83

The above charges are effective from 1 April 2018.

**PERTH AND KINROSS COUNCIL
CORPORATE AND DEMOCRATIC SERVICES - LEGAL SERVICES CHARGES 2018/19**

**PERTH AND KINROSS LICENSING BOARD
FEES UNDER THE LICENSING (SCOTLAND) ACT 2005**

The charges listed below were approved at the Licensing Board on 2 September 2010. There has been no further report as the majority of charges have been set at the statutory maximum which has not changed since 2010.

<u>Description</u>	<u>Amount</u>	<u>Regime</u>
PREMISES LICENCE APPLICATION		
Category 1	£200	Statutory
Category 2	£800	Statutory
Category 3	£1,100	Statutory
Category 4	£1,300	Statutory
Category 5	£1,700	Statutory
Category 6	£2,000	Statutory
PREMISES LICENCE ANNUAL FEE		
Category 1	£180	Statutory
Category 2	£220	Statutory
Category 3	£280	Statutory
Category 4	£500	Statutory
Category 5	£700	Statutory
Category 6	£900	Statutory
PROVISIONAL PREMISES LICENCE APPLICATION (All categories)	£200	Statutory
CONFIRMATION OF A PROVISIONAL PREMISES LICENCE		
Category 1	£0	Statutory
Category 2	£600	Statutory
Category 3	£900	Statutory
Category 4	£1,100	Statutory
Category 5	£1,500	Statutory
Category 6	£1,800	Statutory
APPLICATION FOR TRANSFER UNDER SECTION 33		
On its own	£50	Statutory
Including an application for minor variation under section 35(1)	£60	Statutory
Including an application for variation (which is not a minor variation) under section 35(1)		
Category 1	£75	Statutory
Category 2	£225	Statutory
Category 3	£300	Statutory
Category 4	£350	Statutory
Category 5	£450	Statutory
Category 6	£525	Statutory
APPLICATION FOR TRANSFER UNDER SECTION 34		
On its own	£50	Statutory
Including an application for minor variation under section 35(1)	£60	Statutory
Including an application for variation (which is not a minor variation) under section 35(1)		
Category 1	£75	Statutory
Category 2	£225	Statutory
Category 3	£300	Statutory
Category 4	£350	Statutory
Category 5	£450	Statutory
Category 6	£525	Statutory
APPLICATION TO VARY UNDER SECTION 29		
Minor variation	£20	Statutory
Variation under section 31(1) on its own or with a minor variation	£31	Statutory
Other variations:		
Category 1	£50	Statutory
Category 2	£200	Statutory
Category 3	£275	Statutory
Category 4	£325	Statutory
Category 5	£425	Statutory
Category 6	£500	Statutory

<u>FEES UNDER THE LICENSING (SCOTLAND) ACT 2005</u>		
APPLICATION FOR TEMPORARY PREMISES LICENCE	£150	Statutory
PERSONAL LICENCE	£50	Statutory
ISSUING REPLACEMENT PERSONAL LICENCE	£10	Statutory
OCCASIONAL LICENCE	£10	Statutory
EXTENDED HOURS APPLICATION	£10	Statutory
CERTIFIED COPY PREMISES LICENCE	£10	Statutory

All fees under the Licensing (Scotland) Act 2005 have been placed at the statutory maximum with exception of Applications for transfer under section 33 and 34, categories 1 to 6 and Application to vary under section 29 categories, 1 to 6.

AMENDED FEES UNDER CIVIC GOVERNMENT (SCOTLAND) ACT 1982

Licence Fees

A report was approved by the Licensing Committee on 18 February 2016 (Report No 16/63 refers) and 31 March 2016 (Report No 16/160 refers) for Civic Fees. The rates of charges below have not changed between financial years 2017/18 to 2018/19.

<u>Description</u>	<u>Amount</u>	<u>Regime</u>
Taxi/Private Hire Car Driver's Licence - 1 Year	£110	Discretionary
- 3 Years	£165	
Taxi Operator's Licence - WAV	£65	Discretionary
- ULH	£130	
- Car	£275	
Private Hire Operator's Licence - WAV	£55	Discretionary
- ULH	£110	
- Car	£230	
Taxi Booking Office - 1 Year	£190	Discretionary
- 3 Years	£255	
Test Fee - With Meter	£95.00	Discretionary
- Without Meter	£57.50	
Vehicle substitution - With Meter	£95.00	Discretionary
- Without Meter	£57.50	
Meter Test only	£37.50	Discretionary
Change of Vehicle Registration	£40	Discretionary
Taxi Plate & Mounting - With Mounting	£30	Discretionary
- Without Mounting	£15	
Private Hire Plate mounting & door stickers - With Mounting	£35	Discretionary
- Without Mounting	£20	
Advertisement	£65	Discretionary
Replacement Badge/Licence	£10	Discretionary
Replacement Plate mounting	£15	Discretionary
Replacement door stickers	£10	Discretionary
Window Cleaner - 1 Year	£105	Discretionary
- 3 Years	£160	
Street Trader - 1 Year	£160	Discretionary
- 3 Years	£230	
Street Trader (Variation) - 1 Year	£100	Discretionary
Second Hand Motor Dealer - 1 Year	£200	Discretionary
- 3 Years	£300	
Second Hand Dealer - 1 Year	£200	Discretionary
- 3 Years	£300	

AMENDED FEES UNDER CIVIC GOVERNMENT (SCOTLAND) ACT 1982		
Licence Fees Cont'd		
Stamp Fairs - 1 Year	£35	Discretionary
Stall (Antiques Fair) - 1 Year	£60	Discretionary
Cabinet - 1 Year	£60	Discretionary
- 3 Years	£150	
Market Operator - 1 Year	£210	Discretionary
- 3 Years	£280	
Market Operator licence when a public entertainment licence is already in place for the same premises - 1 Year	£100	Discretionary
- 3 Years	£180	
Late Hours Catering - 1 Year	£350	Discretionary
- 3 Years	£400	
Metal Dealer - 1 Year	£210	Discretionary
- 3 Years	£280	
Itinerant Metal Dealer - 1 Year	£120	Discretionary
- 3 Years	£185	
Indoor Sports Entertainment - 1 Year	£190	Discretionary
- 3 Years	£260	
Sex Shop Licence	£1,200	Discretionary
Skin Piercing and Tattooing Licence - 1 Year	£250	Discretionary
- 3 Years	£310	
Small Lotteries - Licence	£40	Discretionary
- Renewal	£20	
Material Change Civic	£65	Discretionary
Knife Dealers - 1 Year	£250	Discretionary
- 3 Years	£300	
Knife Dealers (Fair)	£60	Discretionary
Public Entertainment		
Community/Village Halls - 1 Year	£180	Discretionary
- 3 Years	£240	
Capacity < 200 - 1 Year	£180	
- 3 Years	£240	
Capacity 201 – 1500 - 1 Year	£290	
- 3 Years	£350	
Capacity 1501 – 5000 - 1 Year	£700	
- 3 Years	£800	
Capacity 5001 – 20000 - 1 Year	£1,500	
- 3 Years	£2,000	
Capacity >20000 - 1 Year	£3,000	
- 3 Years	£4,000	
Funfair - 1 Year	£300	
- 3 Years	£480	
Houses in Multiple Occupation		
Occupancy 3-5	£685	Discretionary
Occupancy 6-20	£730	
Occupancy 21-75	£825	
Occupancy 76+	£915	
Variation to HMO	£65	

The report "Review of Licence Fees" approved all amended fees under Civic Government (Scotland) Act 1982 (Report No. 12/173 refers).
The fee to register as a private landlord is £55 plus £11 per property

Professional Fees – Fees are placed at a level which reflects the fact that the Council wants to attract business. The Council only recover fees where the transaction involves a third party (e.g. lease/servitude) and it is reasonable to recover them from the third party.

Property Sales – any fee is agreed with Estates which is then deducted off the capital receipt.

Section 75– The Council charge £500 which is broadly in line with other Councils. This is notified to the other party at the start of the transaction and recovered at the end of the transaction before the planning consent is issued.

Corporate and Democratic Services - Democratic Services proposed charges

<u>Description</u>	<u>2017/18 Charges</u>	<u>Proposed Charges to commence 1 March 2018</u>	<u>Regime</u>	<u>Charging Strategy</u>
Registration Fees				
Full or abbreviated extract -purchased within one month of registration -where the Registrar is given sight of a full or abbreviated extract	£10	£10	Statutory	
Full or abbreviated extract -purchased more than one month after the date of registration	£15	£15	Statutory	
Submission of marriage notice (per notice form)	£30	£30	Statutory	
For solemnisation of civil marriage/ civil partnership	£55	£55	Statutory	
Extra fee payable for more than 8 people in the Tay Suite (during office hours)	£55	£65	Discretionary	Commercial
Extra fee payable for use of the Old Council Chambers (during office hours)	£130	£140	Discretionary	Commercial
Extra fee payable for weekday ceremonies (outwith normal office hours)	£165	£185	Discretionary	Commercial
Extra fee payable for weekend ceremonies	£190	£210	Discretionary	Commercial
Naming Ceremony	£180	£225	Discretionary	Commercial
Renewal of Vows	£180	£225	Discretionary	Commercial
Particular Search	£5	£5	Statutory	
General Search	£15	£15	Statutory	
Individual Citizenship Ceremony	£80	£80	Statutory	

A benchmarking exercise was undertaken examining fees charged by neighbouring authorities and other service providers. The increase proposed ensures the Council remains competitive with neighbouring authorities and other service providers whilst maximising income generation.

The increase proposed will retain consistency with the weekend rate for Civil ceremonies.

The proposed rate is still significantly less than the 2017 fees charged by neighbouring authorities.

<u>Design Works</u>	<u>2017/18 Charges</u>	<u>2018/19 Proposed Charges</u>	<u>Regime</u>	<u>Charging Strategy</u>
Designer	£50 per hour	£50 per hour	Discretionary	Commercial
Design Assistant	£35 per hour	£35 per hour	Discretionary	Commercial

Benchmarking was undertaken through Creative Exchange which is a group for all Scottish Local Authority Graphic Design Teams in 2013 and these charges reflect the rates applied at this time. Due to the limited capacity to undertake external works no further benchmarking has been undertaken.

Corporate and Democratic Services – Human Resources proposed charges 2018/19

<u>Description</u>	<u>2017/18 Charges</u>	<u>2018/19 Proposed Charges</u>	<u>Regime</u>	<u>Charging Strategy</u>
Trade Union Commission - Subject to requirements of the Trade Union Bill	2.5% of gross deduction	2.5% of gross deduction	Discretionary	Commercial
Arrestment Income - Legislation allows the right on all employers to deduct a £1.00 administration fee from employees with salary arrestments	£1 per employee	£1 per employee	Discretionary	
Payroll Service charge - This is inflated by RPI annually	£1.24 per item on payslip per employee	£1.29 per item on payslip per employee	Discretionary	Full cost recovery
Insurance Personal Accident	21.12% of total payment to insurer	21.12% of total payment to insurer	Discretionary	Commercial
Insurance Illness	10% of total payment per insurer	10% of total payment per insurer	Discretionary	Commercial
Consultancy - This is dependent on requirements and the level of the work involved	£100 per hour (This fee can change dependant on requirements)	£100 per hour (This fee can change dependant on requirements)	Discretionary	Commercial

Charges to ALEO's & Others

	<u>Finance</u>	
	<u>17/18</u>	<u>18/19</u>
	<u>£</u>	<u>£</u>
Tactran	14,000	14,000
Common Good	6,500	6,500
Charities	2,500	2,500
LAL	-	-
CPK	-	-
Total	23,000	23,000
	<u>Democratic Services</u>	
	<u>17/18</u>	<u>18/19</u>
	<u>£</u>	<u>£</u>
Tactran	8,000	8,000
Common Good	-	-
Charities	-	-
LAL	-	-
CPK	-	-
Total	8,000	8,000
	<u>Legal</u>	
	<u>17/18</u>	<u>18/19</u>
	<u>£</u>	<u>£</u>
Tactran	3,000	3,000
Common Good	-	-
Charities	-	-
LAL	-	-
CPK	-	5,000
Total	3,000	8,000
	<u>HR</u>	
	<u>17/18</u>	<u>18/19</u>
	<u>£</u>	<u>£</u>
Tactran	-	-
Common Good	-	-
Charities	-	-
LAL	-	-
CPK	-	5,000
Total	0	5,000
	<u>IT</u>	
	<u>17/18</u>	<u>18/19</u>
	<u>£</u>	<u>£</u>
Tactran	8,250	8,663
Common Good	-	-
Charities	-	-
LAL	95,000	99,750
CPK	-	20,000
Total	103,250	128,413

2018/19 is the Proposed Charge

**PERTH AND KINROSS COUNCIL
COMMUNITY CARE CHARGES 2018/19**

Care and Support Services

<u>Description</u>	<u>2017/2018 Charges</u>	<u>2018/2019 Charges</u>
Care and Support Services		
- Local Authority Residential Care (per week)	£884.82	£903.41
Occupational Therapy Equipment (Not Means Tested)		
- Delivery of Equipment (per episode of care)	£20.00	£20.35
- Fitting of Equipment (per episode of care)	£30.00	£30.50
Staff Meals (Per Meal)		
- Breakfast	£1.49	£1.50
- Lunch	£2.94	£3.00
- Tea/Supper	£1.19	£1.20
- Snack	£0.80	£0.80

Contributions Policy

As part of the budget process in February 2016, Council agreed to adopt the recommended CoSLA income thresholds for care and support services at home from April 2018; as shown in the table below:

<u>Client Group</u>	<u>COSLA 2017/2018 Charges</u>	<u>PKC 2017/2018 Charges</u>	<u>PKC/COSLA* 2018/2019 Charges</u>
Person Below State Pension Age			
- Weekly Charge	£133.00	£200.00	£134.00
Person of State Pension Age			
- Weekly Charge	£200.00	£200.00	£204.00

*PKC will adopt the 18/19 COSLA rates.

**PERTH AND KINROSS COUNCIL
THE ENVIRONMENT SERVICE**

Parking Charges Effective 1 April 2018

<u>Perth City Parking</u>	<u>2017/18</u>	<u>2018/19</u>	
<u>Zone 1 - Inner City Centre</u>			
On-Street (Per Hour)	£1.00	£1.00	Max 1 hour
Off-Street (Per Hour)	£1.00	£1.00	Max 1 hour
<u>Zone 2 - City Centre</u>			
On-Street (Per Hour)	£1.00	£1.00	Max 4 hours
Off-Street (Per Hour)	£1.00	£1.00	Max 4 hours
<u>Zone 3 - Outer City Centre</u>			
<u>On-Street</u>			
1 Hour	£0.50	£0.50	
2 Hours	£1.00	£1.00	
3 Hours	£1.50	£1.50	
4 Hours	£2.00	£2.00	
6 Hours	£3.00	£3.00	
Up to 10 Hours	£4.00	£4.00	
Thimblerow - 1-4 Hours (Per Hour)	£1.00	£1.00	
- Up To 6 Hours	£6.00	£6.00	
- Up To 10 Hours	£8.00	£8.00	
- Monthly Season Ticket	£95.00	£95.00	
Canal Street - 1-4 Hours (Per Hour)	£1.00	£1.00	
- Up To 6 Hours	£6.00	£6.00	
- Up To 10 Hours	£8.00	£8.00	
- Monthly Season Ticket	£95.00	£95.00	
- Monthly Season Ticket (Mon-Fri)	£60.00	£60.00	
South Inch - 1 Hour	£0.50	£0.50	
- 2 Hours	£1.00	£1.00	
- 3 Hours	£1.50	£1.50	
- 4 Hours	£2.00	£2.00	
- 6 Hours	£3.00	£3.00	
- Up To 10 Hours	£4.00	£4.00	
- Coaches	£4.00	£4.00	
- Monthly Season Ticket	£60.00	£60.00	
Norrie Miller/Riverside - 1 Hour	£0.50	£0.50	
- 2 Hours	£1.00	£1.00	
- 3 Hours	£1.50	£1.50	
- 4 Hours	£2.00	£2.00	
- 6 Hours	£3.00	£3.00	
- Up To 10 Hours	£4.00	£4.00	
- Monthly Season Ticket	£55.00	£55.00	
<u>Residents Permits - Perth City Only</u>			
Inner Zone - Annual (On & within Inner Ring Road)	£190.00	£190.00	
Outer Zone - Annual	£110.00	£110.00	
<u>Crieff Town Centre Parking</u>			
On-Street (30 Mins)	£0.50	£0.50	
On-Street (Per Hour)	£1.00	£1.00	Max 1 hour
Off-Street (Per Hour) - James Square	£1.00	£1.00	Max 1 hour
Residents Permits (Annual)	£120.00	£120.00	

<u>Blaigowrie Town Centre Parking</u>			
<u>Off-Street</u>			
Croft Lane, The Croft/Ericht Lane - 1 Hour	£0.80	£0.80	
- 2 Hours	£1.40	£1.40	
Leslie Street - 1 Hour	£0.80	£0.80	
- 2 Hours	£1.40	£1.40	
- 4 Hours	£2.40	£2.40	
- 10 Hours	£3.60	£3.60	
Season Ticket (Annual)	£120.00	£120.00	
<u>Pitlochry Town Centre Parking</u>			
<u>Off-Street</u>			
Atholl Road, Ferry Road & Rie-Achan Road - 1 Hour	£0.80	£0.80	
- 2 Hours	£1.40	£1.40	
- 4 Hours	£2.40	£2.40	
- 10 Hours	£3.60	£3.60	
Rie-Achan Road - Coaches per visit	£3.60	£3.60	
Season Ticket (Annual)	£120.00	£120.00	
<u>Dunkeld Town Centre Parking</u>			
<u>Off-Street</u>			
Atholl Street & Tay Terrace - 1 Hour	£0.80	£0.80	
- 2 Hours	£1.40	£1.40	
- 4 Hours	£2.40	£2.40	
- 10 Hours	£3.60	£3.60	
Season Ticket (Annual)	£120.00	£120.00	
<u>Penalty Charge Notices</u>			
When Issued	£60.00	£60.00	
If paid within 14 days of issue (50% discount)	£30.00	£30.00	
If not paid after 8 weeks increase by 50%	£90.00	£90.00	
<u>Bay Suspensions</u>			
On Street - Per Bay Per Day	£11.00	£11.00	
Off Street - Per Bay Per Day	£11.00	£11.00	
Registrars Office - Per Bay Per Day	£6.60	£6.60	
<u>Live Active Leisure Car Parks</u>			
<u>Off-Street</u>			
Rodney Pavilion - 2 Hours	£0.50	£0.50	
- 3 Hours	£2.40	£2.40	
- 4 Hours	£3.60	£3.60	
Bells Sports Centre - 2 Hours	£0.50	£0.50	
- 5 Hours	£0.60	£0.60	
- 6 Hours	£3.70	£3.70	
- 9 Hours	£4.80	£4.80	
<u>Notes:</u>			
All 3 Perth City Zones and Rural Towns allow first 15 minutes of free parking			
All On & Off Street Charges Apply 8am To 6pm Monday To Saturday			
On-Street Parking charges exclude VAT (outwith scope)			
Off-Street Parking charges include VAT (standard rate 20%)			

**PERTH AND KINROSS COUNCIL
THE ENVIRONMENT SERVICE**

Charges Effective 1 April 2018

<u>HOUSING & COMMUNITIES COMMITTEE</u> <u>ITEM 1: TRADING STANDARDS CHARGES</u>	Total Charge 17/18 (inc VAT where applicable)	Total Charge 18/19 (inc VAT where applicable)
<u>Weighing & Measuring Equipment</u>		
Charge per officer hour	£125.00	£130.00
<u>Petroleum</u>		
Storage capacity - not exceeding 2,500 litres	£44.00	£44.00
- 2,500 to 50,000 litres	£60.00	£60.00
- exceeding 50,000 litres	£125.00	£125.00
<u>Explosives (2014 Regs)</u>		
Explosives store licence - min separation distance > 0 metres (1 year's duration)	£185.00	£185.00
Explosives store licence - min separation distance > 0 metres (2 year's duration)	£243.00	£243.00
Explosives store licence - min separation distance > 0 metres (3 year's duration)	£304.00	£304.00
Explosives store licence - min separation distance > 0 metres (4 year's duration)	£374.00	£374.00
Explosives store licence - min separation distance > 0 metres (5 year's duration)	£423.00	£423.00
Renewal of store licence - min separation distance > 0 metres (1 year's duration)	£86.00	£86.00
Renewal of store licence - min separation distance > 0 metres (2 year's duration)	£147.00	£147.00
Renewal of store licence - min separation distance > 0 metres (3 year's duration)	£206.00	£206.00
Renewal of store licence - min separation distance > 0 metres (4 year's duration)	£266.00	£266.00
Renewal of store licence - min separation distance > 0 metres (5 year's duration)	£326.00	£326.00
Explosives store licence - no min separation distance or 0 metres (1 year's duration)	£109.00	£109.00
Explosives store licence - no min separation distance or 0 metres (2 year's duration)	£141.00	£141.00
Explosives store licence - no min separation distance or 0 metres (3 year's duration)	£173.00	£173.00
Explosives store licence - no min separation distance or 0 metres (4 year's duration)	£206.00	£206.00
Explosives store licence - no min separation distance or 0 metres (5 year's duration)	£238.00	£238.00
Renewal of store licence - no min separation distance or 0 metres (1 year's duration)	£54.00	£54.00
Renewal of store licence - no min separation distance or 0 metres (2 year's duration)	£86.00	£86.00
Renewal of store licence - no min separation distance or 0 metres (3 year's duration)	£120.00	£120.00
Renewal of store licence - no min separation distance or 0 metres (4 year's duration)	£152.00	£152.00
Renewal of store licence - no min separation distance or 0 metres (5 year's duration)	£185.00	£185.00
Explosives registration (one year's duration)	£105.00	£105.00
Renewal of registration (one year's duration)	£52.00	£52.00
Varying, Transferring or Replacing licence	£35.00	£35.00
<u>HOUSING & COMMUNITIES COMMITTEE</u> <u>ITEM 2: ENVIRONMENTAL HEALTH CHARGES</u>	Total Charge 17/18	Total Charge 18/19
Water Sampling Risk Assessment (Type A) and visit	£0.00	£0.00
Water Sampling Risk Assessment (Type B) and visit	£0.00	£0.00
<u>Non-Statutory Water Sampling (VAT applies for non-statutory sampling)</u>		
Routine Request (Visit and Analysis)	£141.60	£145.85
B2 Basic Bacto Request	£125.00	£128.75
Single Parameters (available upon request eg Aluminium, Copper, Iron etc)		

HOUSING & COMMUNITIES COMMITTEE ITEM 2: ENVIRONMENTAL HEALTH CHARGES	Total Charge 17/18	Total Charge 18/19
<u>Statutory Water Sampling (No VAT for statutory samples)</u>		
Check Monitoring (Visit and Analysis)	£145.00	£149.00
Check and Audit Monitoring - reduced parameters (Visit and Analysis)	£145.00	£149.00
Check and Audit Monitoring (Visit and Analysis)	£369.11	£380.00
Single Parameters (available upon request eg Aluminium, Copper, Iron etc)		
Cinema Licence - Per screen	£52.00	£52.00
Theatre Licence	£52.00	£52.00
Dangerous wild animals	Vet Fee + £50 Admin	Vet Fee + £50 Admin
Zoo licence	Vet Fee + £50 Admin	Vet Fee + £50 Admin
Pet shop licence	£98.00	£101.00
Registration under performing animals regulation (one off payment)	£34.00	£35.00
Animal boarding licence	£134.00	£138.00
Dog breeding licence	£91.00	£94.00
Riding establishments licence - up to 5 horses	£180.00	£185.00
- 6 to 10 horses	£268.00	£276.00
- 11 to 15 horses	£320.00	£330.00
- 16 to 20 horses	£390.00	£402.00
- 21 or more horses	£422.00	£435.00
Games dealer licence	£20.00	£20.60
Export certificate	£15.00	£20.00
Venison dealers licence	£165.00	£170.00
Housing grant administration charge	£125.00	£129.00
<i>* No VAT is chargeable where a sample is taken for statutory reasons.</i>		
HOUSING & COMMUNITIES COMMITTEE ITEM 3: DOG FOULING CHARGES	Total Charge 17/18	Total Charge 18/19
Fixed Penalty Notice - issued*	£80.00	£80.00
If a fixed penalty is unpaid after the expiry of the period for paying, Perth & Kinross Council will report the matter to the Sheriff Officer.		
<i>Dog Fouling (Scotland) Act 2003</i>		

**PERTH AND KINROSS COUNCIL
THE ENVIRONMENT SERVICE**

Charges Effective 1 April 2018

ENVIRONMENT, ENTERPRISE & INFRASTRUCTURE COMMITTEE		
ITEM 1: COMMERCIAL & DOMESTIC WASTE CHARGES		
	Total Charge Per Lift 17/18 (Inc VAT where applicable)	Total Charge Per Lift 18/19 (Inc VAT where applicable)
<u>General Waste Collection & Disposal Charges (Per Container/Per Uplift)</u>		
<u>Bin Size</u>		
240 ltr	£3.90	£4.15
330 ltr	£4.95	£5.20
360 ltr	£5.30	£5.60
500 ltr	£7.45	£7.90
660 ltr	£9.35	£9.80
770 ltr	£10.40	£10.90
1100 ltr	£14.45	£15.10
1280 ltr	£16.55	£17.25
<u>Recycling Services (Per Container/Per Uplift)</u>		
Glass: 240 ltr Mixed Glass	£2.85	£2.50
240 ltr Segregated Clear Glass	£1.65	£1.50
240 ltr Segregated Brown Glass	£1.65	£1.50
240 ltr Segregated Green Glass	£1.65	£1.50
Dry Mixed Recyclate: 140 ltr	£1.50	£1.70
240 ltr	£1.80	£2.00
360 ltr	£2.20	£2.40
500 ltr	£3.20	£3.45
660 ltr	£3.65	£3.90
770 ltr	£3.90	£4.20
1100 ltr	£5.00	£5.25
1280 ltr	£5.50	£5.80
Garden Waste: 240 ltr	£3.60	£3.20
360 ltr	£4.25	£4.20
Food Waste: 140 ltr	£3.65	£2.75
180 ltr	N/a	£3.00
Bells:		
Clear Glass	N/a	£0.00
Brown Glass	N/a	£0.00
Green Glass	N/a	£0.00
Mixed Glass	N/a	£0.00
DMR	N/a	£27.00
<u>Miscellaneous</u>		
Trade Waste Sacks (x 50)	£65.00	£72.50
Trade Waste Sack Delivery Charge	£5.00	£5.00
Trade Waste Labels (x 50)	£65.00	£72.50
Green Cardboard Labels (x 50)	£35.00	£37.90
Pink Refuse Sack (x 50)	£2.50	£3.00
Wheeled Bin Liners (x 5)	£1.00	£1.00
Bulky Uplift (allows for up to 5 bulky items)	£24.40	£30.00
Special Uplift Service - Quote on Request	N/a	QUOTE ON REQUEST
Side Waste Special Uplift (2 bags)	£5.00	£5.00
Domestic Garden Waste - Annual Permit/Per Bin (maximum 2 x 240 ltr bins per household)	N/a	£25.00
Internal Food Bin (30 ltr)	£38.64	£44.65
Internal Food Bin (60 ltr)	£63.12	£69.10

ENVIRONMENT, ENTERPRISE & INFRASTRUCTURE COMMITTEE		
ITEM 1: COMMERCIAL & DOMESTIC WASTE CHARGES		
	Total Charge Per Lift 17/18 (Inc VAT where applicable)	Total Charge Per Lift 18/19 (Inc VAT where applicable)
Food Waste Recycling Sacks (x 20)	£1.60	£1.45
DMR Sack (x 20)	£18.00	£14.60
Compostable Caddy Liners (x 26)	£1.25	£1.25
Continental Container Purchase/Delivery/Handling:		
240 ltr	£22.92	£27.90
360 ltr	£49.50	£56.00
500 ltr	£291.60	£348.50
660 ltr	£298.58	£354.65
750/770 ltr	£296.96	£360.65
1100 ltr	£311.90	£365.35
1280 ltr	£335.90	£392.00
Slam Locks	£30.00	£35.10
Public Conveniences		
Charge per visit	£0.30	£0.30
Commercial and Domestic Skip Hire Charges for Recyclable and Compostable Waste in (8, 10, 12 & 16 cube)		
Timber		
<u>Zone</u>		
1 - Up to 5 miles from Friarton	£31.00+£0.00/tonne	£31.00 + £4.50/tonne
2 - Between 5 & 20 miles from Friarton	£62.00+£0.00/tonne	£62.00 + £4.50/tonne
3 - Over 20 miles from Friarton but within PKC boundary	£125.00+£0.00/tonne	£125.00 + £4.50/tonne
Commercial and Domestic Skip Hire Charges for Recyclable and Compostable Waste in (8, 10, 12 & 16 cube)		
Inert		
<u>Zone</u>		
1 - Up to 5 miles from Friarton	£31.00+£20.33/tonne	£31.00 + £20.00/tonne
2 - Between 5 & 20 miles from Friarton	£62.00+£20.33/tonne	£62.00 + £20.00/tonne
3 - Over 20 miles from Friarton but within PKC boundary	£125.00+£20.33/tonne	£125.00 + £20.00/tonne
Commercial and Domestic Skip Hire Charges for Recyclable and Compostable Waste in (8, 10, 12 & 16 cube)		
Metals		
<u>Zone</u>		
1 - Up to 5 miles from Friarton	£31.00+£0.00/tonne	£31.00 + £0.00/tonne
2 - Between 5 & 20 miles from Friarton	£62.00+£0.00/tonne	£62.00 + £0.00/tonne
3 - Over 20 miles from Friarton but within PKC boundary	£125.00+£0.00/tonne	£125.00 + £0.00/tonne
Commercial and Domestic Skip Hire Charges for Recyclable and Compostable Waste in (8, 10, 12 & 16 cube)		
Garden		
<u>Zone</u>		
1 - Up to 5 miles from Friarton	£31.00+£37.62/tonne	£31.00 + £38.40/tonne
2 - Between 5 & 20 miles from Friarton	£62.00+£37.62/tonne	£62.00 + £38.40/tonne
3 - Over 20 miles from Friarton but within PKC boundary	£125.00+£37.62/tonne	£125.00 + £38.40/tonne
Commercial and Domestic Skip Hire Charge for Recyclable and Compostable Waste in (35 & 40 cube)		
Timber		
<u>Zone</u>		
1 - Up to 5 miles from Friarton	£50.00+£0.00/tonne	£50.00 + £4.50/tonne
2 - Between 5 & 20 miles from Friarton	£100.00+£0.00/tonne	£100.00 + £4.50/tonne
3 - Over 20 miles from Friarton but within PKC boundary	£200.00+£0.00/tonne	£200.00 + £4.50/tonne

ENVIRONMENT, ENTERPRISE & INFRASTRUCTURE COMMITTEE ITEM 1: COMMERCIAL & DOMESTIC WASTE CHARGES		
	Total Charge Per Lift 17/18 (Inc VAT where applicable)	Total Charge Per Lift 18/19 (Inc VAT where applicable)
<u>Commercial and Domestic Skip Hire Charge for Recyclable and Compostable Waste in (35 & 40 cube)</u> <u>Inert</u> <u>Zone</u> 1 - Up to 5 miles from Friarton 2 - Between 5 & 20 miles from Friarton 3 - Over 20 miles from Friarton but within PKC boundary	£50.00+£20.33/tonne £100.00+£20.33/tonne £200.00+£20.33/tonne	£50.00 + £20.00/tonne £100.00 + £20.00/tonne £200.00 + £20.00/tonne
<u>Commercial and Domestic Skip Hire Charge for Recyclable and Compostable Waste in (35 & 40 cube)</u> <u>Metals</u> <u>Zone</u> 1 - Up to 5 miles from Friarton 2 - Between 5 & 20 miles from Friarton 3 - Over 20 miles from Friarton but within PKC boundary	£50.00+£0.00/tonne £100.00+£0.00/tonne £200.00+£0.00/tonne	£50.00 + £0.00/tonne £100.00 + £0.00/tonne £200.00 + £0.00/tonne
<u>Commercial and Domestic Skip Hire Charge for Recyclable and Compostable Waste in (35 & 40 cube)</u> <u>Garden</u> <u>Zone</u> 1 - Up to 5 miles from Friarton 2 - Between 5 & 20 miles from Friarton 3 - Over 20 miles from Friarton but within PKC boundary	£50.00+£37.62/tonne £100.00+£37.62/tonne £200.00+£37.62/tonne	£50.00 + £38.40/tonne £100.00 + £38.40/tonne £200.00 + £38.40/tonne
<u>Household Skip Hire (8 & 10 cube - max capacity 2.5 tonnes)</u> <u>Zone</u> 1 - Less than 5 miles from Friarton 2 - Between 5 & 20 miles from Friarton 3 - Over 20 miles from Friarton but within PKC boundary	£37.20+£134.07/tonne £74.40+£134.07/tonne £150.00+£134.07/tonne	£37.20 + £138.00/tonne £74.40 + £138.00/tonne £150.00 + £138.00/tonne
<u>Household Skip Hire (12 cube - max capacity 4 tonnes)</u> <u>Zone</u> 1 - Less than 5 miles from Friarton 2 - Between 5 & 20 miles from Friarton 3 - Over 20 miles from Friarton but within PKC boundary	£37.20+£134.07/tonne £74.40+£134.07/tonne £150.00+£134.07/tonne	£37.20 + £138.00/tonne £74.40 + £138.00/tonne £150.00 + £138.00/tonne
<u>Household Skip Hire (16 cube - max capacity 5 tonnes)</u> <u>Zone</u> 1 - Less than 5 miles from Friarton 2 - Between 5 & 20 miles from Friarton 3 - Over 20 miles from Friarton but within PKC boundary	£37.20+£134.07/tonne £74.40+£134.07/tonne £150.00+£134.07/tonne	£37.20 + £138.00/tonne £74.40 + £138.00/tonne £150.00 + £138.00/tonne
<u>Commercial Skip Hire (Up to 16 cube)</u> <u>Zone</u> 1 - Up to 5 miles from Friarton 2 - Between 5 & 20 miles from Friarton 3 - Over 20 miles from Friarton but within PKC boundary	£31.00+£111.72/tonne £62.00+£111.72/tonne £125.00+£111.72/tonne	£31.00 + £115.00/tonne £62.00 + £115.00/tonne £125.00 + £115.00/tonne
<u>Commercial Skip Hire (35 & 40 cube)</u> <u>Zone</u> 1 - Up to 5 miles from Friarton 2 - Between 5 & 20 miles from Friarton 3 - Over 20 miles from Friarton but within PKC boundary	£50.00+£111.72/tonne £100.00+£111.72/tonne £200.00+£111.72/tonne	£50.00 + £115.00/tonne £100.00 + £115.00/tonne £200.00 + £115.00/tonne

ENVIRONMENT, ENTERPRISE & INFRASTRUCTURE COMMITTEE		
ITEM 1: COMMERCIAL & DOMESTIC WASTE CHARGES		
	Total Charge Per Lift 17/18 (Inc VAT where applicable)	Total Charge Per Lift 18/19 (Inc VAT where applicable)
<u>Commercial Tipping At Recycling Centres</u>		
Light Van	£33.50	£34.50
Panel Van	£67.00	£69.00
Vehicle capacity up to 3.5tonne	£134.00	£138.00
<u>Garden Waste Tipping At Recycling Centres</u>		
Light Van	£11.30	£11.50
Panel Van	£22.50	£23.00
Vehicle capacity up to 3.5tonne	£45.00	£46.10
<u>Inert Waste Tipping At Recycling Centres</u>		
Vehicle capacity up to 3.5 tonne	£24.40	£24.00
<u>Timber Waste Tipping At Recycling Centres</u>		
Light Van	£0.00	£1.35
Panel Van	£0.00	£2.70
Vehicle capacity up to 3.5tonne	£0.00	£5.40
<u>Friarton Weighbridge</u>		
Inert Waste	£24.40/tonne	£24.00/tonne
Garden Waste	£45.14/tonne	£46.10/tonne
General Waste	£134.07/tonne	£138.00/tonne
Timber Waste	£0.00/tonne	£5.40/tonne
<u>Dry Mixed Recyclate Commercial Skip Hire (Up to 16 cube)</u>		
<u>Zone</u>		
1 - Up to 5 miles from Friarton	£31.00+£42.45/tonne	£31.00 + £42.76/tonne
2 - Between 5 & 20 miles from Friarton	£62.00+£42.45/tonne	£62.00 + £42.76/tonne
3 - Over 20 miles from Friarton but within PKC boundary	£125.00+£42.45/tonne	£125.00 + £42.76/tonne
<u>Commercial Food Waste Commercial Skip Hire (Up to 16 cube)</u>		
<u>Zone</u>		
1 - Up to 5 miles from Friarton	£31.00+£55.03/tonne	£31.00 + £35.90/tonne
2 - Between 5 & 20 miles from Friarton	£62.00+£55.03/tonne	£62.00 + £35.90/tonne
3 - Over 20 miles from Friarton but within PKC boundary	£125.00+£55.03/tonne	£125.00 + £35.90/tonne
ENVIRONMENT, ENTERPRISE & INFRASTRUCTURE COMMITTEE		
ITEM 2: NORTH INCH GOLF COURSE CHARGES		
	Total Charge 17/18 (Inc VAT where applicable)	Total Charge 18/19 (Inc VAT where applicable)
Full Season Ticket (7 day ticket) - 1st April - 31st March		
- Adult	£289.00	£299.00
- Senior/Concession	£209.00	£229.00
- Youth (18 - 21yrs)	£209.00	£75.00
- Intermediate (22 - 25yrs)	£209.00	£125.00
- Young Adult (26 -29yrs)	£209.00	£199.00
- Junior (17 yrs and under)	£20.00	£20.00
17 months for price of 12 Adult (1st November each year)	£289.00	£299.00
17 months for price of 12 Senior/Concession (1st November each year)	£209.00	£229.00
17 months for the price of 12 Young Adult (1st November each year)	£209.00	£199.00
17 months for the price of 12 Intermediate (1st November each year)	£209.00	£125.00
17 months for the price of 12 Youth (1st November each year)	£209.00	£75.00
17 months for the price of 12 Junior (1st November each year)	£20.00	£20.00
Family Membership - 1 free junior season ticket with purchase of Adult/Senior ticket	N/a	£0.00
Get into Golf - Restricted times of play on full golf course - 2 year only before upgrading	£99.00	£109.00
First Steps - 6-hole Short course usage only	£49.00	£49.00

ENVIRONMENT, ENTERPRISE & INFRASTRUCTURE COMMITTEE ITEM 2: NORTH INCH GOLF COURSE CHARGES	Total Charge 17/18 (Inc VAT where applicable)	Total Charge 18/19 (Inc VAT where applicable)
Summer 18 hole Rounds 1st April to 31st Oct		
- Adult (weekday)	£17.00	£19.00
- Adult (weekend)	£20.00	£22.00
- Adult 10 round ticket	£150.00	£170.00
- Senior/Concession (weekday)	£14.00	£16.00
- Senior/Concession (weekend)	£17.00	£19.00
- Senior/Concession 10 round ticket	£120.00	£140.00
- Members Guest (any day)	£10.00	£12.00
- Twilight (weekday after 5.30pm)	£14.00	£15.00
- Twilight (weekend after 3pm)	£17.00	£18.00
- Junior (17 yrs and under weekday)	£5.00	£5.00
- Junior (17 yrs and under weekend)	£5.00	£5.00
- Short Course Adult Round	£3.50	£3.80
- Short Course Junior/Senior/Concession Round	£2.50	£2.80
- Family Ticket - 1 free junior greenfee with purchase of Adult/Senior greenfee	N/a	£0.00
Summer 9 hole Rounds 1st April to 31st Oct - (1hr 45 min maximum play)		
- Adult weekday	£12.00	£12.00
- Adult weekend	£14.00	£14.00
- Senior/Concession weekday	£10.00	£10.00
- Senior/Concession weekend	£12.00	£12.00
- Family Ticket - 1 free junior greenfee with purchase of Adult/Senior greenfee	N/a	£0.00
Summer 6 hole Rounds 1st April to 31st Oct (1hr 10mins maximum play)		
- Adult weekday	£8.00	£8.00
- Adult weekend	£10.00	£10.00
- Senior/Concession weekday	£7.00	£7.00
- Senior/Concession weekend	£8.00	£8.00
- Family Ticket - 1 free junior greenfee with purchase of Adult/Senior greenfee	N/a	£0.00
Winter Rounds 1st Nov to 31st March		
- Adult (any day)	£10.00	£12.00
- Senior/Concession (any day)	£10.00	£12.00
- Members Guest (any day)	£5.00	£6.00
- Junior (17 yrs and under any day)	£5.00	£5.00
- Winter greens or reduced course (all categories)	£5.00	£6.00
- Family Ticket - 1 free junior greenfee with purchase of Adult/Senior greenfee	N/a	£0.00
Group Discount (Summer only)		
- All categories (weekday -min 8 required)	£12.00	£14.00
- All categories (weekend -min 8 required)	£16.00	£18.00
- Online Adult Off Peak weekday 4 ball deal (11am-2pm)	£50.00	£55.00
- Online Adult Off Peak weekday 2 ball deal (11am-2pm)	£30.00	£32.00
- Online Adult Off Peak weekend 4 ball deal (11am-2pm)	£64.00	£70.00
- Online Adult Off Peak weekend 2 ball deal (11am-2pm)	£36.00	£38.00
Miscellaneous -		
- Trolley Hire	£3.00	£3.00
- Buggy Hire	£12.00	£12.00
- Putting	£1.00	£1.00
- Football	N/a	£1.00
FootGolf Rounds 1st April to 31st Mar		
- Footgolf Adult 9 holes	£7.00	£7.00
- Footgolf Adult 18 holes	£10.00	£10.00
- Footgolf Senior/Concession 9 holes	£6.00	£6.00
- Footgolf Senior/Concession 18 holes	£9.00	£9.00
- Footgolf Junior 9 holes	£4.00	£4.00
- Footgolf Junior 18 holes	£5.00	£5.00
- Footgolf Family 9 holes (2x Adults & 2x Juniors)	£16.00	£16.00
- Footgolf Family 18 holes (2x Adults & 2x Juniors)	£20.00	£20.00
FootGolf Groups and Promotions 1st April to 31st Mar		
- Footgolf Adult 4 ball deal 9 holes	£22.00	£22.00
- Footgolf Adult 4 ball deal 18 holes	£30.00	£30.00
- Footgolf Adult Group 18 holes (min 8 required)	£7.00	£7.00
- Footgolf Senior/Concession Group 18 holes (min 8 required)	£6.00	£6.00
- Footgolf Junior Group 18 holes (min 8 required)	£4.00	£4.00

ENVIRONMENT, ENTERPRISE & INFRASTRUCTURE COMMITTEE		
ITEM 3: FOOTBALL PITCHES & PARKS EVENTS CHARGES		
	Total Charge 17/18 (inc VAT where applicable)	Total Charge 18/19 (inc VAT where applicable)
Perth Football Pitches - Adult (Season 11 a-side incl changing facilities where available & training)	£540.00	£556.00
- Adult (Per Game 11 a-side)	£45.00	£46.00
- Adult (Season 7 a-side)	£314.00	£323.00
- Adult (Per Game 7 a-side)	£26.00	£27.00
- Junior Under 18 Years (Season 11 a-side incl changing facilities where available & training)	£225.00	£232.00
- Junior Under 18 Years (Per Game 11 a-side)	£18.00	£19.00
- Junior Under 18 Years (Season 7 a-side)	£135.00	£139.00
- Junior Under 18 Years (Per Game 7 a-side)	£11.00	£11.00
Outwith Perth Football Pitches		
- Adult (Season 11 a-side incl changing facilities & training)	£412.00	£424.00
- Adult (Per Game 11 a-side)	£35.00	£36.00
- Junior Under 18 Years (Season 11 a-side incl changing facilities & training)	£204.00	£210.00
- Junior Under 18 Years (Per Game 11 a-side)	£17.00	£18.00
- Junior Under 18 Years (Season 7 a-side)	£102.00	£105.00
- Junior Under 18 Years (Per Game 7 a-side)	£8.50	£9.00
Parks Events - Commercial Bookings Per Day (North Inch, South Inch & Lesser South Inch)	£345.00	£355.00
- Commercial Bookings Per Day (Other parks & opens spaces across Perth & Kinross)	£142.00	£146.00
- Commercial Bookings Refundable Deposit (subject to recovery of any costs incurred)	£515.00	£530.00
- Non Commercial Bookings (up to 100 expected attendees)	£0.00	£0.00
- Non Commercial Bookings (101 to 500 expected attendees)	£57.00	£59.00
- Non Commercial Bookings (501 to 1000 expected attendees)	£85.00	£88.00
- Non Commercial Bookings (1000+ expected attendees)	£114.00	£117.00
- Balloon Flights	£23.00	£24.00
- Small Enterprise Commercial Bookings	£58.00	£60.00
- Refundable Bond For Large Events (Reinstatement Works)	£5,000.00	£5,000.00
- Facilities Cleaning Charge	Full Cost Recovery	Full Cost Recovery
Note: E = VAT Exempt if paid in one payment. Note: 25% of all parking charges levied by event organisers will be passed to the Council where vehicles have been parked on public greenspace		
ENVIRONMENT, ENTERPRISE & INFRASTRUCTURE COMMITTEE		
ITEM 4: MISCELLANEOUS CHARGES		
	Total Charge 17/18 (inc VAT where applicable)	Total Charge 18/19 (inc VAT where applicable)
Caravan Rallies - Outwith Caravan Parks Per Van Per Night	£7.00	£8.00
Liberation of Pigeons - Per vehicle	£25.00	£26.00
Purchase of Hanging Basket - including delivery & installation	N/a	£36.00
Purchase of Hanging Basket - including delivery, installation & watering	N/a	£96.00
ENVIRONMENT, ENTERPRISE & INFRASTRUCTURE COMMITTEE		
ITEM 5: BEREAVEMENT SERVICES - BURIAL CHARGES		
	Total Charge 17/18 (inc VAT where applicable)	Total Charge 18/19 (inc VAT where applicable)
Sale Of Lairs - Full Lair	£855.00	£881.00
- Half Lair (where available)	£427.00	£440.00
- Quarter Lair (where available)	£214.00	£220.00
Transfer of Lair Ownership	£43.00	£44.00
Interment Fees - Stillborn babies & Infants (up to 2 yrs)	£0.00	£0.00
- Child (2-15yrs)	£134.00	£138.00
- Adult (16yrs & over)	£891.00	£918.00
- Cremated Remains (Casket Burial)	£206.00	£212.00
- Scattered Ashes (under turf)	£67.00	£69.00
- Exhumation	Cost Recovery	Cost Recovery
- Excavation of Foundation for Headstone	£175.00	£180.00
- Marking Grave for Placement of Small Memorial	£82.00	£85.00

ENVIRONMENT, ENTERPRISE & INFRASTRUCTURE COMMITTEE	
ITEM 5: BEREAVEMENT SERVICES - BURIAL CHARGES	
	<div>Total Charge 17/18 (inc VAT where applicable)</div> <div>Total Charge 18/19 (inc VAT where applicable)</div>
Memorial Mason Registration - Annual Charge	£165.00£170.00
Memorial Mason Registration - Charge Per Visit	£41.00£42.00
Memorial Levy	£82.00£84.00
Search Fee - Per half hour charge	£29.00£30.00
ENVIRONMENT, ENTERPRISE & INFRASTRUCTURE COMMITTEE	
ITEM 6: BEREAVEMENT SERVICES - CREMATION CHARGES	
	<div>Total Charge 17/18 (inc VAT where applicable)</div> <div>Total Charge 18/19 (inc VAT where applicable)</div>
Cremation - Stillborn babies & Infants (up to 2 yrs)	£0.00£0.00
- Child (2-15yrs)	£144.00£148.00
- Adult (16yrs & over)	£649.00£668.00
- Cremation (9.00am/No Service)	N/a£489.00
- Abatement Levy (excluding stillborn babies & infants up to 2 yrs)	£100.00£100.00
- Scattering of Ashes (Service at Perth)	£23.00£24.00
- Scattering of Ashes (Service at External Crematorium)	£57.00£59.00
- Scattering of Ashes (Under turf)	£67.00£69.00
Memorial Options - Book of Remembrance (2 line entry)	£55.00£57.00
- Book of Remembrance (5 line entry)	£89.00£92.00
- Book of Remembrance (8 line entry)	£125.00£129.00
- Miniature Books of Remembrance (2 line entry)	£100.00£103.00
- Miniature Books of Remembrance (5 line entry)	£133.00£137.00
- Miniature Books of Remembrance (8 line entry)	£173.00£178.00
- Memorial Cards (2 line entry)	£70.00£72.00
- Memorial Cards (5 line entry)	£114.00£117.00
- Memorial Cards (8 line entry)	£142.00£146.00
- Memorial Cards (Photograph)	£70.00£72.00
- Memorial Cards (Family Crest)	£70.00£72.00
- Memorial Cards (Floral Motif)	£70.00£72.00
- Memorial Cards (Coat of Arms)	£70.00£72.00
- Caskets	£68.00£70.00
Lease of Memorials - Granite plaques in Garden of Remembrance (10yr lease)	£285.00£294.00
- Granite plaques in Garden of Remembrance (20yr lease)	£495.00£510.00
- Wall plaques in Summer Garden (10yr lease)	£285.00£294.00
- Wall plaques in Summer Garden (20yr lease)	£495.00£510.00
- Sandstone Boulder Type Memorial	£345.00£355.00
- Granite/Sandstone Flower Memorial	£570.00£587.00
- Blue Granite Flower Memorial	£815.00£839.00
- Memorial engraving on stones (engraving per letter)	Engraving cost + £2.00 per letter
ENVIRONMENT, ENTERPRISE & INFRASTRUCTURE COMMITTEE	
ITEM 7: FLEET CHARGES	
	<div>Total Charge 17/18 (inc VAT where applicable)</div> <div>Total Charge 18/19 (inc VAT where applicable)</div>
MOT	
-Class 4 - Car (Up to 8 passenger seats)	£54.85£54.85
-Class 5 (13-16 passenger seats)	£59.55£59.55
-Class 5 (More than 16 passenger seats)	£80.65£80.65
-Class 7 (Up to 3.5 tonnes)	£58.60£58.60

ENVIRONMENT, ENTERPRISE & INFRASTRUCTURE COMMITTEE		
ITEM 8: SMOKING CHARGES		
	Total Charge 17/18 (inc VAT where applicable)	Total Charge 18/19 (inc VAT where applicable)
Fixed Penalty Notice - issued to a person having the management or control of no-smoking premises, you permitted another person to smoke within those premises (Part 1, Section 1)*	£200.00	£200.00
If paid within 14 days from the day after this Notice was issued (Section 1 & 3)*	£150.00	£150.00
Fixed Penalty Notice - issued if you were smoking within no-smoking premises (Part 1, Section 2)*	£50.00	£50.00
If paid within 14 days from the day after this Notice was issued (Section 2)*	£30.00	£30.00
Fixed Penalty Notice - issued to a person having the management or control of no-smoking premises, you failed to conspicuously display appropriate warning notices in, on or near to those premises (Part 1 Section 3)*	£200.00	£200.00
<i>N.B. Failure to discharge payment within 28 days from the date after the Notice was served will result in Perth & Kinross Council reporting the matter to the Procurator Fiscal or instigating proceedings to recover the amount of the Notice through the use of Sheriff Officers.</i>		
* Smoking, Health & Social Care (Scotland) Act 2005		
ENVIRONMENT, ENTERPRISE & INFRASTRUCTURE COMMITTEE		
ITEM 9: LITTER CHARGES		
	Total Charge 17/18 (inc VAT where applicable)	Total Charge 18/19 (inc VAT where applicable)
Fixed Penalty Notice - issued*	£80.00	£80.00
Fly-Tipping	£200.00	£200.00
If a fixed penalty is unpaid after the expiry of the period for paying Perth & Kinross Council will report the matter to the Procurator Fiscal.		
*Environmental Protection Act 1990		
ENVIRONMENT, ENTERPRISE & INFRASTRUCTURE COMMITTEE		
ITEM 10: PLANNING & BUILDING STANDARDS CHARGES		
	Total Charge 17/18 (inc VAT where applicable)	Total Charge 18/19 (inc VAT where applicable)
<i>NB. This is not a comprehensive list of fees. If in doubt please contact The Environment Service - Planning</i>		
<u>Planning Permission</u>		
- Erection of Dwellinghouse - for each 0.1 hectare, subject to a maximum of £10,028	£401.00	£401.00
- Other than outline planning permission - for each dwellinghouse to be created, subject to a maximum of £20,055	£401.00	£401.00
- Erection of Buildings - for each 0.1 hectare, subject to maximum of £10,028	£401.00	£401.00
- Erection of Buildings - other than outline planning permission -		
Where no floor space is to be created by the development	£202.00	£202.00
Where the area of gross floor space to be created does not exceed 40 sq mt	£202.00	£202.00
Where the area of gross floor space to be created exceeds 40 sq mt but not 74 sq mt	£401.00	£401.00
Where the gross floor space to be created by the development exceeds 75 sq mt, £401 for each 75sq mt, subject to a maximum of £10,028	£401.00/ 75 sq mt	£401.00/ 75 sq mt

ENVIRONMENT, ENTERPRISE & INFRASTRUCTURE COMMITTEE ITEM 10: PLANNING & BUILDING STANDARDS CHARGES	Total Charge 17/18 (inc VAT where applicable)	Total Charge 18/19 (inc VAT where applicable)
The erection of land used for the purpose of agriculture, of buildings to be used for agricultural purposes <ul style="list-style-type: none"> - For planning permission for each 0.1 hectare, subject to maximum of £10,028 - Where the ground area to be covered exceeds 465 sq mtr but does not exceed 540 sq mt - Where the ground area to be covered by the development exceeds 540 sq mt, £401 for the first 540 sq mt and, £401 for each 75 sq mt in excess of that figure, subject to a maximum of £20,055 	£401.00 £401.00 £401.00/ 75 sq mt £401.00/ 75 sq mt	£401.00 £401.00 £401.00/ 75 sq mt £401.00/ 75 sq mt
The erection of glasshouses on land used for the purposes of agriculture <ul style="list-style-type: none"> - Where the ground area to be covered by the development exceeds 465 sq mt 	£2,321.00	£2,321.00
The erection, alteration or replacement of plant or machinery <ul style="list-style-type: none"> - for each 0.1 hectare, subject to a maximum of £20,055 	£401.00	£401.00
The enlargement, improvement or other alteration of existing dwellinghouse - one dwelling <ul style="list-style-type: none"> - two or more dwellinghouses 	£202.00 £401.00	£202.00 £401.00
The carrying out of operations, including the erection of a building, within the curtilage of an existing dwellinghouse, for purposes ancillary to the enjoyment of the dwellinghouse	£202.00	£202.00
The erection or construction of gates, fences, walls or other means of enclosure along a boundary of the curtilage of an existing dwellinghouse	£202.00	£202.00
The construction of car parks, service roads and other means of access on land used for the purposes of a single undertaking, where the development is required for a purpose incidental to the existing use of the land	£202.00	£202.00
The carrying out of any operations <ul style="list-style-type: none"> - connected with exploratory drilling for oil or natural gas, for each 0.1 hectare, subject to a maximum of £30,240 - The winning & working of minerals, for each 0.1 hectare, subject to a maximum of £30,240 - The winning and working of peat, for each hectare, subject to a maximum of £3,024 - Any other purpose, for each 0.1 hectare of the site, subject to a maximum of £2,016 - Bad Neighbour, S34 (advert) - Unable to identify adjoining property (advert) 	£401.00 £202.00 £202.00 £202.00 £61.10 £61.10	£401.00 £202.00 £202.00 £202.00 £61.10 £61.10
<u>Uses of Land</u>		
The change of use of a building to use as one or more separate dwelling houses <ul style="list-style-type: none"> - for each additional dwellinghouse to be created, subject to a maximum of £20,055 - for the purpose of refuse or waste materials for each 0.1 hectare, maximum of £30,240 	£401.00 £202.00	£401.00 £202.00
The making of material change in the use of a building or land Advertising - applications for the display of advertising	£401.00 £202.00	£401.00 £202.00
<u>Concessionary Fees and Exemptions</u>		
<ul style="list-style-type: none"> - Works to alter or extend an existing dwellinghouse or to carry out operations within curtilage 	No Fee	No Fee
<ul style="list-style-type: none"> - Applications required by reason of an Article 4* direction 	No Fee	No Fee
<ul style="list-style-type: none"> - Applications required because of the removal of permitted development rights by a condition attached to a planning permission. 	No Fee	No Fee
<ul style="list-style-type: none"> - Application by Community Council (including advertisement applications) 	No Fee	No Fee
<ul style="list-style-type: none"> - Revised application for development of the same character or description within 12 months of refusal or withdrawal of an earlier application. 	No Fee	No Fee
<ul style="list-style-type: none"> - Revised or fresh application for development of the same character or description within 12 months of receiving permission 	No Fee	No Fee

ENVIRONMENT, ENTERPRISE & INFRASTRUCTURE COMMITTEE		Total Charge 17/18	Total Charge 18/19
ITEM 10: PLANNING & BUILDING STANDARDS CHARGES		(inc VAT where applicable)	(inc VAT where applicable)
Alternative Schemes	Highest of the fees applicable for each option and a sum equal to half the rest.		
Development crossing planning authority boundaries requiring several applications	Only one fee, paid to the authority having the larger site but calculated for whole scheme, and subject to special calling.		
<u>Prior Notification</u>			
Applications for determination as to whether the prior approval of the Authority is required:			
Agriculture	£78.00	£78.00	
Forestry	N/a	£78.00	
Telecommunications	N/a	£300.00	
Certificates of Lawful Use or Development			
- Section 150 (1)(a) or (b)			
- Section 150 (1)(c)	£202.00	£202.00	
- Section 151 (1)(a & b)			
- Section 150 (1)(a)			
- use as one or more dwellinghouses, £401 each dwelling, subject to a maximum of £20,055	£401.00	£401.00	
High Hedge Applications	£270.00	£270.00	
Pre-Application Advice on Planning Applications - Local Applications	N/a	£100.00	
- Major Applications	N/a	£500.00	
Pre-Validation Checks for Planning Applications - Local Applications	N/a	£50.00	
- Major Applications	N/a	£100.00	
Road Construction Consent - Charge Per Officer Hour	N/a	£55.00	
Vehicular Access	N/a	£202.00	
<u>Notes</u>			
1. Duplicate applications made by the same applicant within 28 days			
2. The fees payable for deemed applications under Section 133(7) of the 1997 Town & County Planning Act are double those payable for applications for planning permission.			
3. There is no provision in the regulations for the refund of fees paid to Planning Authorities in respect of applications.			
4. The area of the site must be clearly stated in hectares on the application form and the submitted plan.			
5. The additional gross floor space created by the development must be clearly indicated in sq metres on the application form and the submitted plan (n.b. External Measurements).			
6. All applications must be accompanied by the appropriate fee.			
* Article 4 - Direction order removing certain permitted development rights.			
<u>Administration</u>			
Copy of Planning Approval	£10.00	£15.00	
Copy of Certificate of Completion	£10.00	£15.00	
Copy of Building Warrant Decision	£10.00	£15.00	
Copy of Plans	By Arrangement with the Environment Service		
Local Plans pre 2013	£15.00	-	
New Local Development Plan	£50.00	£50.00	
Search Fee (Planning search back 10 years)	£50.00	£60.00	
Search Fee (Building Standards - 25 years)	£50.00	£60.00	
Property Enquiries	£80.00	£80.00	
Letter of Comfort for Building Standards	£300.00	£350.00	
Letter of Comfort with Building Warrant but no Certificate of Completion	£150.00	£180.00	
Confirmation of Exemption	£40.00	£80.00	
Confirmation of Compliance	£60.00	£100.00	

ENVIRONMENT, ENTERPRISE & INFRASTRUCTURE COMMITTEE ITEM 10: PLANNING & BUILDING STANDARDS CHARGES	Total Charge 17/18 (inc VAT where applicable)	Total Charge 18/19 (inc VAT where applicable)
<u>Building Standards (Fee List for Building Warrant & Ass. Procedures)</u>		
Value of Works (£) -		
- 0 - 5,000	£150.00	£150.00
- 5,001 - 5,500	£169.00	£169.00
- 5,501 - 6,000	£188.00	£188.00
- 6,001 - 6,500	£207.00	£207.00
- 6,501 - 7,000	£226.00	£226.00
- 7,001 - 7,500	£245.00	£245.00
- 7,501 - 8,000	£264.00	£264.00
- 8,001 - 8,500	£283.00	£283.00
- 8,501 - 9,000	£302.00	£302.00
- 9,001 - 9,500	£321.00	£321.00
- 9,501 - 10,000	£340.00	£340.00
- 10,001 - 11,000	£359.00	£359.00
- 11,001 - 12,000	£378.00	£378.00
- 12,001 - 13,000	£397.00	£397.00
- 13,001 - 14,000	£416.00	£416.00
- 14,001 - 15,000	£435.00	£435.00
- 15,001 - 16,000	£454.00	£454.00
- 16,001 - 17,000	£473.00	£473.00
- 17,001 - 18,000	£492.00	£492.00
- 18,001 - 19,000	£511.00	£511.00
- 19,001 - 20,000	£530.00	£530.00
- 20,001 - 30,000	£593.00	£593.00
- 30,001 - 40,000	£656.00	£656.00
- 40,001 - 50,000	£719.00	£719.00
- 50,001 - 60,000	£782.00	£782.00
- 60,001 - 70,000	£845.00	£845.00
- 70,001 - 80,000	£908.00	£908.00
- 80,001 - 90,000	£971.00	£971.00
- 90,001 - 100,000	£1,034.00	£1,034.00
- 100,001 - 120,000	£1,137.00	£1,137.00
- 120,001 - 140,000	£1,240.00	£1,240.00
- 140,001 - 160,000	£1,343.00	£1,343.00
- 160,001 - 180,000	£1,446.00	£1,446.00
- 180,001 - 200,000	£1,549.00	£1,549.00
- 200,001 - 220,000	£1,652.00	£1,652.00
- 220,001 - 240,000	£1,755.00	£1,755.00
- 240,001 - 260,000	£1,858.00	£1,858.00
- 260,001 - 280,000	£1,961.00	£1,961.00
- 280,001 - 300,000	£2,064.00	£2,064.00
- 300,001 - 320,000	£2,167.00	£2,167.00
- 320,001 - 340,000	£2,270.00	£2,270.00
- 340,001 - 360,000	£2,373.00	£2,373.00
- 360,001 - 380,000	£2,476.00	£2,476.00
- 380,001 - 400,000	£2,579.00	£2,579.00
- 400,001 - 420,000	£2,682.00	£2,682.00
- 420,001 - 440,000	£2,785.00	£2,785.00
- 440,001 - 460,000	£2,888.00	£2,888.00
- 460,001 - 480,000	£2,991.00	£2,991.00
- 480,001 - 500,000	£3,094.00	£3,094.00
- 500,001 - 550,000	£3,272.00	£3,272.00
- 550,001 - 600,000	£3,450.00	£3,450.00
- 600,001 - 650,000	£3,628.00	£3,628.00
- 650,001 - 700,000	£3,806.00	£3,806.00
- 700,001 - 750,000	£3,984.00	£3,984.00
- 750,001 - 800,000	£4,162.00	£4,162.00
- 800,001 - 850,000	£4,340.00	£4,340.00
- 850,001 - 900,000	£4,518.00	£4,518.00
- 900,001 - 950,000	£4,696.00	£4,696.00
- 950,001 - 1,000,000	£4,874.00	£4,874.00
- 1,000,001 +		
	For every £100k or part thereof over £1m add £253	

ENVIRONMENT, ENTERPRISE & INFRASTRUCTURE COMMITTEE		
ITEM 10: PLANNING & BUILDING STANDARDS CHARGES		
	Total Charge 17/18 (inc VAT where applicable)	Total Charge 18/19 (inc VAT where applicable)
Conversion only, without building work	£150.00	£150.00
Application for demolition only	£150.00	£150.00
<u>Application for Amendment of Warrant (warrants received after 1 May 2005)</u>		
- where estimated costs are less than original or is an increase of no more than £5,000	£100.00	£100.00
- where the new estimated costs increase by more than £5,000	Fee is the amount for a building warrant of the same value as the increase	
For demolition or conversion only	£100.00	£100.00
Application for extension of the duration of a Building Warrant (period 9 months)	£100.00	£100.00
<i>NB. Further extensions may be agreed at discretion of Verifier</i>		
<u>Late Application (where work is already started)</u>		
Late application for a building warrant for the construction of a building or the provision of services, fittings and equipment in connection with a building.	Fee is 200% of the fee in tables of fees above	
Late application for demolition only	£200.00	£200.00
<u>Completion Certificate Submitted where no warrant is obtained</u>		
For the construction of a building or the provision of services, fittings and equipment in connection with a building (whether or not combined with an application for demolition)	Fee is the same as for a late application for building warrant of the same value of works, that is 300% of the fee in tables of fees above.	
For the demolition of a building only	£300.00	£300.00
For conversion of a building only	£300.00	£300.00
<i>NB. This is not a comprehensive list of fees. If in doubt please contact The Environment Service - Planning</i>		
ENVIRONMENT, ENTERPRISE & INFRASTRUCTURE COMMITTEE		
ITEM 11: ROAD NETWORK COMMERCIAL PERMIT CHARGES		
	Total Charge 17/18 (inc VAT where applicable)	Total Charge 18/19 (inc VAT where applicable)
Skip Permit (S85) - per week	£20.00	£25.00
Scaffolding Permit (S58)		
- First Week	£40.00	£50.00
- Subsequent charge for each week thereafter	£20.00	£25.00
Road Opening Permit (S56)	£100.00	£110.00
New Roads & Street Works Act (S109) - per utility, per street, per application	£558.00	£600.00
Road Closure - Posting of Notices (Temporary TRO)		
- First Notice	£650.00	£650.00
- Subsequent Notices	£200.00	£200.00
Temporary Traffic Signals		
- First Application (3 way signals & above)	£70.00	£70.00
- Subsequent extension requests	£35.00	£35.00
Temporary Bus Stop Relocation Notice	£50.00	£50.00
Charge per officer hour	£150.00	£150.00
Rechargeable Works - Minimum Charge	£125.00	£105.00

ENVIRONMENT, ENTERPRISE & INFRASTRUCTURE COMMITTEE ITEM 12: STREET NAMING & NUMBERING, ROAD CONSTRUCTION CONSENTS & VEHICULAR ACCESS	Total Charge 17/18 (inc VAT where applicable)	Total Charge 18/19 (inc VAT where applicable)
Street Naming 1 Property 2-5 Properties 6-10 Properties 11-25 Properties 26-50 Properties 51-100 Properties 101-150 Properties 151-200 Properties 201+ Properties	£52.00 £98.00 £129.00 £170.00 £278.00 £422.00 £793.00 £952.00 £1,055.00	£59.00 £111.00 £133.00 £175.00 £286.00 £435.00 £817.00 £981.00 £1,087.00
Street Renumbering - New developments with confirmed & completed statutory SNN process 1-10 Properties 11-25 Properties 26-50 Properties 51+ Properties	£52.00 	£59.00 £175.00 £286.00 £435.00
Street Renaming - Naming a new street - Naming or renaming a property - Confirmation of existing address (eg solicitor or private enquiries)	£200.00 £52.00 £31.00	£206.00 £59.00 £32.00
Status of Roads - Confirmation on status of sections of road (eg solicitors or agents)	£31.00	£35.00

BUDGET CONSULTATION EXERCISE

Background

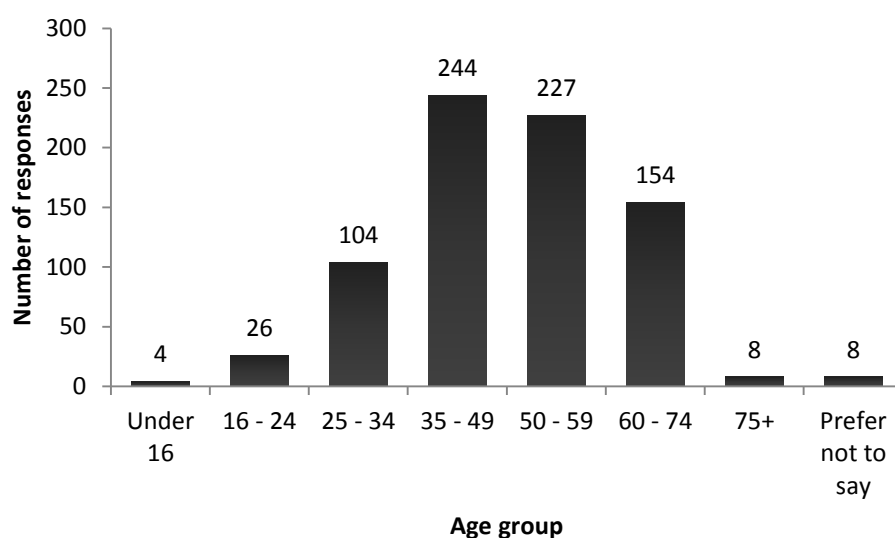
Like all local authorities, Perth & Kinross Council is preparing for significant financial challenges ahead and budget decisions. To gauge residents' views on budget issues/ priorities, consultation was undertaken between 15 December 2017 and 4 February 2018. As well as visualisations to improve understanding of income and expenditure, a survey was made available on the Perth & Kinross Council website, and promoted via various channels.

Response

The consultation page received **430** unique page views by the public (not including internal staff views). This is a similar level to last year (370). Overall, there were **777** completed surveys, this shows a significant increase on the last two years (332 in 2017, 91 in 2016) and indicates a growing public interest in how the Council budgets for services.

As with any exercise of this type, results are indicative and will be influenced by the demographic of those who choose to make a submission, and cannot be considered representative of all PKC residents. At least 9 out of 10 respondents live in Perth Kinross, with around 42% being employed locally. Encouragingly the age distribution of respondents was more balanced than is often seen in open consultations such as this. At least 17% of respondents were under 35 years of age, and half under 50 years of age.

Figure 1: Age breakdown of respondents



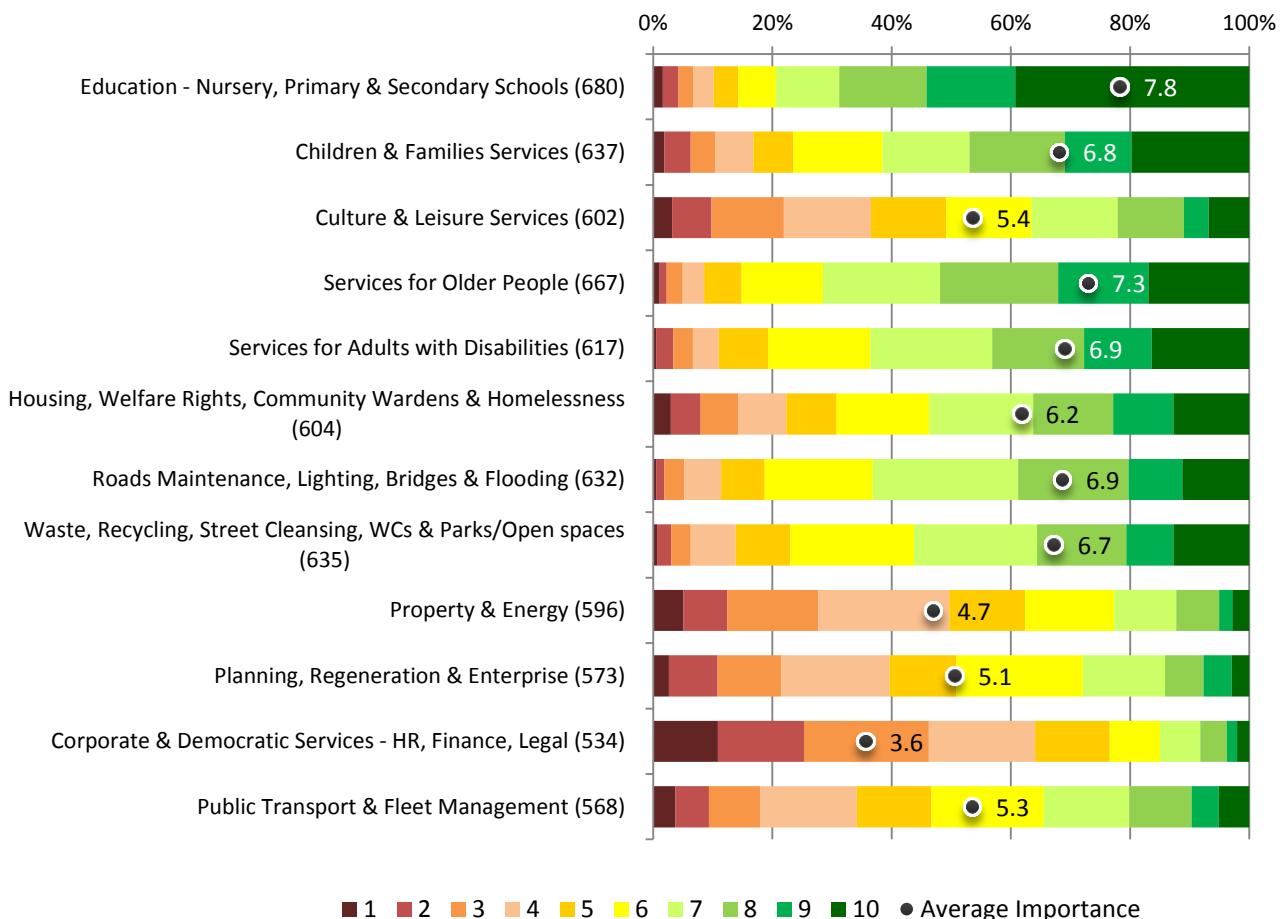
Results

Setting the Council budget - Service area importance

Question three asked respondents to rate the relative importance (within a budget setting context) of twelve identified service areas, where 10 signified 'greatest importance'. Not all respondents chose to complete this question for the twelve areas, the figure noted at the end of each service area indicates the number of people who responded (see Figure 2).

The results show that people favour Education; Services for Older People; Children & Families Services; Services for Adults with Disabilities; Roads and Waste Services over Corporate & Democratic Services; Planning; Property and Culture/ Leisure. These views mirror the previous years' survey results, with the same areas identified as being important/ less important, although the information was gathered in slightly different ways.

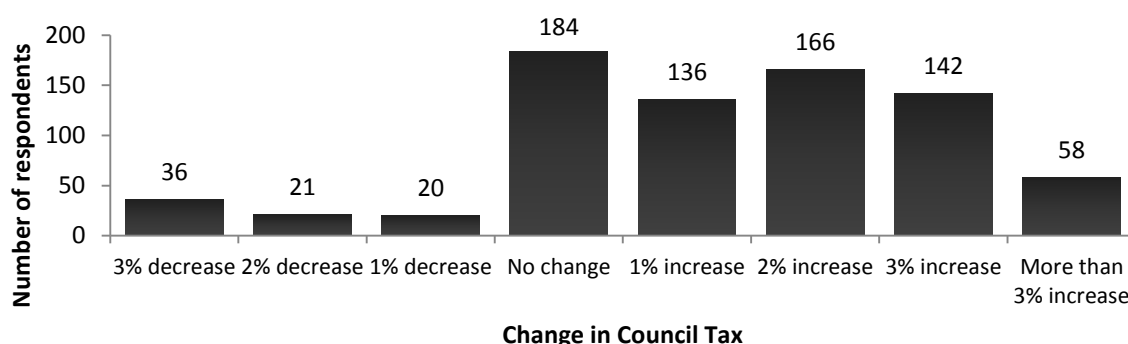
Figure 2: Overall importance of service areas (listed in the original order in the consultation).



Change in Council Tax

Respondents were asked what percentage change in Council Tax was preferable – the survey highlighted that a 1% change would be equal to around £0.8M difference to Council income. More than 65% of respondents opted for an increase in Council Tax, with 24% selecting 'No change' and 10% for opting for a 'decrease'. Almost 8% of respondents indicated a preference for an increase of more than 3%. The detail can be viewed in Figure 3 below.

Figure 3: Breakdown of preference on change in Council Tax

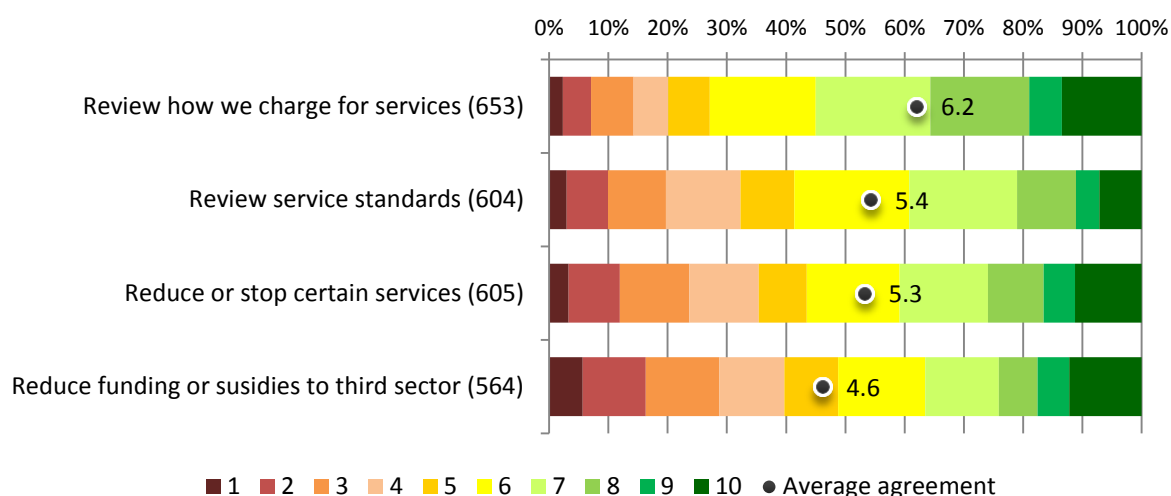


Changes in how services are delivered

Respondents were asked how much they agreed with four statements about how the Council provides services, with 10 indicating complete agreement.

- The Council should **review how it charges for services**, even if this means having to introduce or increase some charges to allow services to continue.
- The Council should **review its service standards**, even if this means that to continue the service, service levels are reduced and delivery times increased.
- The Council should **reduce or even stop delivering some services** to protect other services.
- The Council should **reduce the funding and subsidies** it provides to voluntary organisations and community groups to make savings.

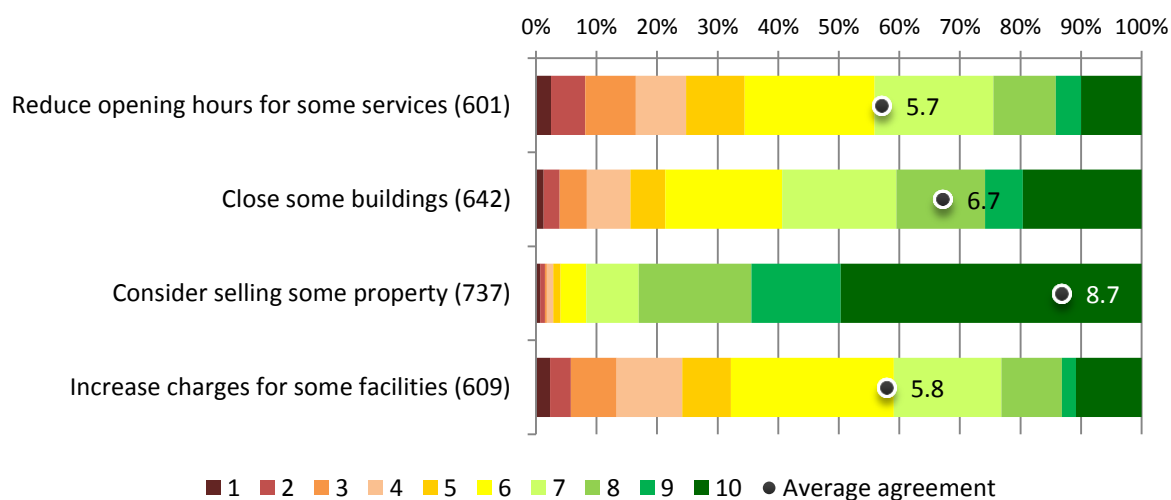
From the options available, results shown in Figure 4 indicate that the public were most in favour of changes to how the Council charges for services (average score 6.2 out of 10), even if this means having to introduce or increase some charges to allow services to continue. They are least in favour of reducing funding or subsidies to voluntary organisations and community groups (4.6).

Figure 4: Changes to council spending and income

Respondents were asked how much they agreed with a further four statements, with 10 representing complete agreement.

- The Council should change or **reduce opening hours** for some public services and facilities to reduce running costs.
- The Council should **close some buildings** in order to maintain others.
- The Council should **consider selling some of the property** it owns and no longer has a use for.
- The Council should **increase charges for the use of some facilities** to ensure they can continue to be provided.

Responses detailed in Figure 5 show that the public were most in favour of the Council considering selling some of the property it owns and no longer has a use for (average score 8.7 out of 10). They were less in favour of reducing opening hours for some services (5.7) and the possibility of increasing charges for the use of facilities (5.8). Extremes of opinion were rarer for three of these four questions, whereas selling property had almost 50% indicating full agreement.

Figure 5: Changes to Council Spending and Income

Comments

As with the overall response rate this year the number of people choosing to leave comments has also increased. When asked to share ideas that could help the Council save money or generate additional revenue **391** (50%) people chose to leave a comment (compared with 110 in 2017). The comments expressed more than 750 suggestions for reducing expenditure, generating income or expressing which services should be protected.

Comments cover a range of themes, but largely fall into six main categories: Workforce; Service Delivery; Local Economy; Physical Assets; Charges and Business Processes. More than 60% of comments focussed on suggestions relating to **service delivery**, the **workforce** and the **local economy**.

Service delivery was mentioned in around 23% of comments. Working with the community/ third sector, cutting specific services to protect others and focussing on priorities were each mentioned in around 5% of comments. Respondents highlighted the need to build capacity and work better with local communities, through openness and sharing good quality information to enable meaningful interactions. Volunteers and the third sector were also recognised as valuable assets in helping the Council deliver services. Around 5% of comments mention the need for us to stop “the non-essentials”, with comments spread across multiple topics (including Culture, Gaelic, Civic Events, Council Housing, Street Sweeping and Corporate Services). At least 50 comments express the need for the Council to focus on essential services and deliver to those who are most in need.

Workforce featured in around 21% of comments, with reducing staff numbers being mentioned most (9% of comments). Responses largely centred on maintaining frontline staff and taking reductions from back office or managerial positions, including Councillors (at least 7 comments) and middle/ senior managers (at least 22 comments). Around 8% of comments express opinions around reducing employee pay and benefits, including capping how much higher earners are paid, several comments also express dissatisfaction with Council employees being paid overtime.

Suggestions relating to the **Local Economy** were mentioned in around 17% of comments. By far, the most commonly occurring topic was the Christmas light switch on (mentioned in more than 55 comments), with many responses expressing the need for us to reduce spending on events to focus on delivering key services – this mirrors survey responses from 2017. Around 6% of comments focused on suggestions for improving the local economy by a) reducing parking charges; b) lowering non-domestic rates to encourage new businesses and more independent proprietors; and c) encouraging larger chain stores.

A further **223** additional comments were also expressed covering similar themes to above. It is clear from many of the comments made that there are opportunities for the Council to better inform the public about specific efficiency activities that have or are taking place e.g. Perth Office Programme, renewable energy generation initiatives or changes to working practices. These suggestions will be further detailed in a supplementary paper to follow.

Social Media

In addition to the comments received via the consultation survey several comments were posted in response to a Facebook post when the consultation was promoted on 18th December 2017. The 2018 Budget received far less engagement on social media this year compared with 2017.

The Facebook promotion received 7 likes, 17 shares and 6 comments. The main theme from the 6 comments was in relation to the new Brown Bin charge that will be introduced in April 2018.

PERTH AND KINROSS COUNCIL

22 February 2018

RESERVES STRATEGY**Report by the Head of Finance****PURPOSE OF REPORT:**

This report recommends a strategy for managing the Council's 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.

1. BACKGROUND

- 1.1 In accordance with the existing statutory and regulatory framework, the Head of Finance as Responsible Financial Officer (or "Proper Officer") is responsible for advising the Council on the level of Reserves it should hold. This report is intended to fulfil that remit except with regard to the Housing Revenue Account (HRA) balance, which was considered in a separate report to the Housing and Communities Committee on 24 January 2018 (Report No. 18/16 refers).
- 1.2 CIPFA Local Authority Advisory Panel Bulletin (LAAP) 99 published in July 2014 provides guidance on the establishment and maintenance of Reserves and Balances and has informed the preparation of this report.
- 1.3 In determining medium term financial plans and preparing budgets the Council needs to consider the establishment and maintenance of Reserves in accordance with its statutory powers. Reserves can be held for three main purposes:
 - Working balances to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing – this forms part of General Reserves.
 - A contingency to cushion the impact of unexpected events or emergencies – this also forms part of General Reserves.
 - A means of building up funds often referred to as Earmarked Reserves, to meet known or predicted liabilities.
- 1.4 LAAP Bulletin 99 also provided guidance on the various categories of Earmarked Reserve that the Council is permitted to hold:

- Sums set aside for major schemes, such as capital developments or asset purchases, or to fund major reorganisations
- Insurance reserves
- Reserves for trading and business units
- Reserves retained for service use
- Reserves for unspent revenue grants
- School balances

1.5 The audited 2016/17 Annual Accounts which were presented to the Council on 4 October 2017 (Report No. 17/315 refers), give an overview of the Reserves position as at 31 March 2017 which is summarised in the table below.

<u>Summary of Council Reserves as at 31 March 2017</u>	
	£'000
General Fund	51,402
Housing Revenue Account	800
Capital Fund	23,615
Renewal and Repair Fund	283
Insurance Fund	2,844
Capital Receipts Reserve	1,326
Capital Grants Unapplied	87
	<hr/>
	80,357

- 1.6 The above summary excludes the Revaluation Reserve; Capital Adjustments Account; the Financial Instruments Adjustment Account; the Pensions Reserve and the Employee Statutory Adjustment Account. These Reserves reflect proper accounting practice, but are not resource-backed and are, therefore, of limited relevance in determining the Council's Reserves and budget strategies.
- 1.7 The General Fund figure included above merits further consideration and is analysed in detail at Appendix 1 to this report. To assist in effective financial management, Housing Revenue Account balances are considered separately from the rest of the General Fund although for accounting purposes they are part of the General Fund. With regard to Appendix 1 it is important to note that although the General Fund balance as at 31 March 2017 totalled £52,202,000, once HRA balances (£800,000) and commitments (£35,859,000) are excluded, there was an uncommitted General Fund balance of £15,543,000. This represented 4.8% of the Council's net budgeted expenditure for 2016/17 (per Revenue Monitoring Report No.4 – considered by the Strategic Policy and Resources Committee on 20 April 2017 (Report No. 17/152 refers)).

- 1.8 The projected position as at 31 March 2018 for each of the relevant Reserves will now be considered in turn and recommendations made regarding future strategy.
2. **GENERAL FUND (Excluding HRA): Proposals to earmark General Fund balances.**
 - 2.1 Revenue Monitoring Report Number 3, as presented to the meeting of the Strategic Policy and Resources Committee on 7 February 2018 (Report No. 18/41 refers), detailed the projected outturn for the Council's 2017/18 General Fund Revenue Budget. The projections included in Revenue Monitoring Report Number 3 have been further refined to recognise a number of adjustments that are required in closing the Council's 2017/18 Annual Accounts.
 - 2.2 The impact of these projections on the level of balances is summarised at Appendix 2 to this report, which indicates a projected General Fund (excluding HRA) balance of £47,205,000 at 31 March 2018.
 - 2.3 It should be understood that some areas of uncertainty remain about the projected level of balances at 31 March 2018. Significant issues which might impact on balances include expenditure in relation to any weather related events that occur during the remainder of the financial year.
 - 2.4 Based on the Council's existing financial and policy commitments and the work undertaken in updating the Provisional Revenue Budgets, it is advised that significant amounts will require to be earmarked against the projected General Fund balance as follows:

Projected Uncommitted General Fund Balance at 31 March 2018 (Excluding HRA)		
	£'000	£'000
Projected General Fund Balance at 31 March 2018 (Per Appendix 2)		47,205
<u>Less: Proposed Amounts Earmarked Against Balances:</u>		
Transformation Programme (including Workforce Management and Organisational Change)	(9,030)	
Developer Contributions	(5,458)	
Affordable Housing	(5,043)	
Revenue Budget Flexibility 2018	(3,188)	
Health and Social Care Transformation	(2,812)	
Perth High School	(1,989)	
Secondary Schools	(1,799)	
Remodelling of Residential Care (Children & Young People)	(1,300)	
Devolved School Management Balances	(859)	
Revenue Budget Flexibility 2017	(550)	
Car Parking	(283)	
Perth City Centre Projects	(270)	
Bridge Feasibility Studies	(260)	
Revenue Budget 2018/19 Commitment	(250)	
Perth & Kinross Marketing and Promotional Scheme	(235)	
Community Action Partnerships	(232)	
Flood Prevention Works	(225)	
Revenue Grants	(221)	
Energy and Water Management	(200)	
Planning Appeals and Public Enquiries	(182)	
Contaminated Land	(148)	
Financial Assistance	(116)	
Modern Apprentices / Graduate Trainees	(113)	
Culture	(107)	
Discretionary Non-Domestic Rates Relief Scheme	(100)	
Central Energy Efficiency Fund	(96)	
Corporate Feasibility Studies	(55)	
Public Service Network	(39)	
		(35,160)
Revised Projected Uncommitted Balance at 31 March 2018		12,045

- 2.5 The Council is asked to endorse each of the proposals to earmark Reserves prior to agreeing an appropriate approach to determining the level of uncommitted Reserves held on the General Fund. Each of these proposals is, therefore, dealt with in more detail below.

Transformation Programme (including Workforce Management and Organisational Change) - £9,030,000

- 2.6 As outlined in the Medium Term Financial Plan, which was approved by the Council on 4 October 2017 (Report No. 17/317 refers), the Council faces a number of risks over the medium term in relation to future levels of funding and demand for Council services.
- 2.7 In response to this continuing financial challenge the Council has put in place a significant and ambitious Transformation Programme which requires initial non-recurring contributions from this earmarked Reserve in order to generate significant recurring savings. This earmarked Reserve is also in place to fund further workforce management costs that the Council may incur as it prepares for the challenges ahead.
- 2.8 During the year the Reserve has been used to fund £2,265,000 of transformation projects, £500,000 towards the review and remodelling of residential care (children and young people) project (Report No. 17/262 refers) and £1,387,000 in respect of workforce management measures.
- 2.9 Beyond the current financial year there are likely to be significant calls on this funding. To the extent these calls have not yet been committed they are inevitably very difficult to quantify on an objective basis and the amounts outlined below are a broad indication of the possible demands on this resource:
- Transformation Programme – there are currently further commitments of £5,300,000 in terms of the Council's approved transformation programme.
 - Further workforce management measures for all groups of staff (which includes voluntary severance schemes) - £2,530,000. The 2018/19 to 2020/21 Provisional Revenue Budgets assume workforce reductions in each year. Further reductions are likely to be necessary beyond this period. This figure will be reviewed as part of the 2017/18 Unaudited Accounts process in light of the final outturn for the Council.
 - Further Transformation and Organisational Change - £1,200,000 – this is provision for future transformation which, although difficult to quantify at this point, may be required to deliver further savings. There is also provision for assisting in delivering a programme of cultural change, and building capacity and capability across the organisation to deliver public service reform and transformation. This will involve supporting individuals within the organisation involved in delivering services in new and innovative ways.

- 2.10 The total estimated cost of these further initiatives is £9,030,000 as summarised below:

	£000
Transformation existing programme	5,300
Workforce management	2,530
Further Transformation and Organisational Change	1,200
TOTAL	9,030

- 2.11 Detailed monitoring information on the Transformation Programme will continue to be presented to every meeting of the Strategic Policy and Resources Committee.
- 2.12 These resources will also be monitored as part of the revenue monitoring process and reported to the Strategic Policy and Resources Committee.

Developer Contributions: Commuted Sums & Infrastructure and Affordable Housing - £5,458,000

- 2.13 The Enterprise and Infrastructure Committee approved supplementary guidance on 3 September 2014 for developer contributions covering community greenspace, primary education, Auchterarder A9 junction improvements, affordable housing and transport infrastructure. (Report No. 14/370 refers).
- 2.14 Developer Contributions are held in the Council's Reserves until they are applied to relevant schemes. It is projected that approximately £1,763,000 of unapplied resources in relation to affordable housing will be held by the Council at 31 March 2018 and it is proposed to earmark the unapplied amount within General Fund Balances. Additionally it is proposed to earmark accumulated balances of £2,791,000 for the provision of education infrastructure and £113,000 for transport infrastructure. Contributions are also provided by developers towards the cost of maintaining areas of ground. These contributions are used to fund relevant expenditure over ten years. It is projected that approximately £791,000 of unapplied resources for tree planting, play areas, community allotments and sports grounds will be held by the Council at 31 March 2018 and it is proposed to earmark the unapplied amount within General Fund Balances for these purposes as follows.

	£000
Affordable Housing	1,763
Education Infrastructure	2,791
Transport Infrastructure	113
Environmental Infrastructure	791
TOTAL	5,458

- 2.15 These resources will be monitored as part of the revenue monitoring process and reported to the Strategic Policy and Resources Committee.

Affordable Housing (Resources accrued from reduced Council Tax Discounts) - £5,043,000

- 2.16 It is anticipated that by the end of the current financial year there will be a balance of approximately £5,043,000 in Reserves which has been generated as a result of the Council's policy of varying the level of Council Tax charged for long term empty properties and second homes. This money can only be used for the provision of affordable housing through Registered Social Landlords including the Council, and is, therefore, shown as an earmarked Reserve.
- 2.17 These resources will be monitored as part of the revenue monitoring process and reported to the Strategic Policy and Resources Committee.

Revenue Budget Flexibility 2017 and 2018 - £3,188,000 & £550,000

- 2.18 The Council operates a Revenue Budget Flexibility Scheme which, subject to approval, allows certain Service under and over spends from one financial year to be carried forward to future financial years (Report No. 01/306 refers) to allow the management of the Revenue Budget over the medium term. Revenue Budget flexibility proposals are reviewed annually with the earmarked amount utilised for the purposes approved by Council. The amount shown is in line with the proposals to utilise budget flexibility contained within Revenue Budget 2018/19 to 2020/21 – Report Number 2 on the agenda for the special meeting of the Council (Report No. 18/47 refers) and the previous year's Revenue Budget report (Report 17/47 refers). The assumption underlying this report is that all of the budget flexibility proposals contained within the Revenue Budget report are approved.
- 2.19 These resources will be monitored as part of the revenue monitoring process and reported to the Strategic Policy and Resources Committee.

Health and Social Care Partnership - £2,812,000

- 2.20 The Strategic Policy and Resources Committee approved earmarking £598,000 as part of 2016/17 Revenue Monitoring Report 3 (Report 17/45 refers) for future partnership transformation projects. 2017/18 Revenue Monitoring Report 2 earmarked a further £2,564,000 or projected under spending on social care for future social care activity (Report No 17/388 refers). After allowing for approved commitments, the remaining balance of £2,812,000 continues to be earmarked for social care.
- 2.21 These resources will be monitored as part of the revenue monitoring process and reported to the Strategic Policy and Resources Committee.

Perth High School - £1,989,000

- 2.22 These resources were earmarked as part of 2016/17 Revenue Monitoring Report 1 to the Strategic Policy and Resources Committee (Report No. 16/400 refers) for future maintenance works at Perth High School.
- 2.23 These resources will be monitored as part of the revenue monitoring process and reported to the Strategic Policy and Resources Committee.

Secondary Schools - £1,799,000

- 2.24 £1,399,000 of these resources were originally earmarked as part of 2015/16 Revenue Monitoring Report No. 1 to the Strategic Policy and Resources Committee (Report No. 15/395 refers) which approved the proposal to earmark resources to equip the new school at Bertha Park. The balance at 31 March 2017 includes a further £400,000 approved in the 2017/18 Revenue Monitoring Report 3 to the Strategic Policy & Resources Committee (Report No 18/41 refers).
- 2.25 It is therefore proposed, that £1,799,000 is earmarked to support the delivery of the new school at Bertha Park and this may be increased by further resources from Education and Children's Services in the future. These resources will be utilised in future years once the school is built.
- 2.26 These resources will be monitored as part of the revenue monitoring process and reported to the Strategic Policy and Resources Committee.

Review and Remodelling of Residential Care (Children & Young People) - £1,300,000

- 2.27 The Council meeting of 16 August 2017 approved the review and remodelling of residential care (children and young people) and the financial resources to fund this transformation project (Report No.17/262 refers). The Council approved £500,000 from transformation funding and £500,000 for uncommitted Reserves and up to £700,000 from the Education and Children Services budget. 2017/18 Revenue Monitoring Report 3 to the Strategic Policy & Resources Committee approved £300,000 to be transferred from Education and Children Services to this earmarked balance. (Report No.18/41 refers).
- 2.28 These resources will be monitored as part of the revenue monitoring process and reported to the Strategic Policy and Resources Committee.

Devolved School Management (DSM) - £859,000

- 2.29 The earmarked amount shown above is an estimate of the accumulated sum available to be carried forward at 31 March 2018 under the approved scheme for managing these budgets. The purposes for which the earmarked amount can be used and the procedures for its management and control are detailed in the Council's approved DSM scheme (Report No. 15/507 refers).

- 2.30 These resources will be monitored as part of the revenue monitoring process and reported to the Strategic Policy and Resources Committee.

Car Parking - £283,000

- 2.31 The car parking balance is an estimate of the accumulated surpluses at 31 March 2018. These surpluses are restricted in their application under the Road Traffic Regulation Act 1984 and any proposals to utilise these resources will require to be approved by the Strategic Policy and Resources Committee.
- 2.32 These resources will be monitored as part of the revenue monitoring process and reported to the Strategic Policy and Resources Committee.

Perth City Centre Projects - £270,000

- 2.33 It is proposed that the Council continues to earmark £270,000 for future City Centre development projects. This funding will contribute to the overall budget for the delivery of the Perth City Hall project and associated environmental improvements.
- 2.34 These resources will be monitored as part of the revenue monitoring process and reported to the Strategic Policy and Resources Committee.

Bridge Feasibility Studies - £260,000

- 2.35 It is proposed that the Council continues to earmark the balance of £260,000 for testing and assessment of the Queens Bridge, Perth and Old Perth Bridge which will be completed in 2018/19. (Report No. 17/60 refers).
- 2.36 These resources will be monitored as part of the revenue monitoring process and reported to the Strategic Policy and Resources Committee.

Revenue Budget 2018/19 Commitment - £250,000

- 2.37 This amount was approved in February 2017 as part of the 2018/19 Provisional Revenue Budget to be funded from Reserves (Report 17/47 refers).
- 2.38 These resources will be monitored as part of the revenue monitoring process and reported to the Strategic Policy and Resources Committee.

Perth & Kinross Marketing & Promotional Scheme - £235,000

- 2.39 These resources were earmarked as part of 2016/17 Revenue Monitoring No.1 to the Strategic Policy and Resources Committee (Report No. 16/400 refers) for use in future years.

- 2.40 These resources will be monitored as part of the revenue monitoring process and reported to the Strategic Policy and Resources Committee.

Community Action Partnerships - £232,000

- 2.41 The amount shown is earmarked for Communities and was approved in 20017/18 Revenue Monitoring Report 3 by the Strategic Policy & Resources Committee (Report No.18/41 refers).
- 2.42 These resources will be monitored as part of the revenue monitoring process and reported to the Strategic Policy and Resources Committee.

Flood Prevention works - £225,000

- 2.43 The amount shown is the balance of the earmarked Reserve for improvement works in 2018/19 and was originally earmarked in the Reserves Strategy in February 2017 (Report No.17/48 refers).

These resources will be monitored as part of the revenue monitoring process and reported to the Strategic Policy and Resources Committee.

Revenue Grants - £221,000

- 2.44 These grants are being carried forward in Reserves in accordance with proper accounting practice as the grant conditions have been met but the relevant expenditure has not yet been fully incurred. It is possible that further grants will be received in advance of the financial year end, which will augment the projected earmarked Reserve.
- 2.45 These resources will be monitored as part of the revenue monitoring process and reported to the Strategic Policy and Resources Committee.

Energy and Water Management - £200,000

- 2.46 The Council approved the transfer of £200,000 to an Energy and Water Management Reserve as part of the 2014/15 Revenue Budget approved in February 2014 (Report No. 14/44 refers). This funding is to deal with any potential over spends on energy and water management associated with severe weather.
- 2.47 These resources will be monitored as part of the revenue monitoring process and reported to the Strategic Policy and Resources Committee.

Planning Appeals and Public Inquiries - £182,000

- 2.48 The Council has previously earmarked resources for future planning appeals and public inquiries as they arise. As expenditure within this area is unpredictable these Reserves will be drawn down if and when they are required.

- 2.49 These resources will be monitored as part of the revenue monitoring process and reported to the Strategic Policy and Resources Committee.

Contaminated Land - £148,000

- 2.50 The Council has a statutory duty in relation to contaminated land to protect public health. In general terms, the Council has a duty to investigate the land in its area to determine whether any meets the statutory definition of contaminated land and, if so, to arrange for any necessary remediation work to be carried out. This remediation is done at the expense of the liable party or parties (under certain criteria). Where the source of the contamination cannot be traced, the Council may be required to fund the remediation work. There is a projected balance of £148,000 earmarked for this purpose.

- 2.51 These resources will be monitored as part of the revenue monitoring process and reported to the Strategic Policy and Resources Committee.

Financial Assistance - £116,000

- 2.52 At its meeting on 9 February 2006 the Council approved the creation of a recurring budget of £20,000 to fund a potential contribution to a future hosting of the Mod (Report No. 06/79 refers). The projected accumulated balance available for this purpose at 31 March 2018 is £116,000.

- 2.53 These resources will be monitored as part of the revenue monitoring process and reported to the Strategic Policy and Resources Committee.

Modern Apprentices/Graduate Trainees - £113,000

- 2.54 The Strategic Policy and Resources Committee approved the transfer of £150,000 during 2014/15 to fund future expenditure on modern apprentices and graduate trainees. The projected balance remaining at 31 March 2018 is £113,000 which will be utilised to offset the costs of modern apprentices and graduate and professional trainees in 2018/19.

- 2.55 These resources will be monitored as part of the revenue monitoring process and reported to the Strategic Policy and Resources Committee.

Culture - £107,000

- 2.56 There is a balance of £107,000 of resources remaining from the £400,000 originally earmarked for the UK City of Culture Bid. (Report Nos. 15/417 and 16/445 refer). In August 2017, Council approved the use of this underspend on the recruitment of a fundraising post to support delivery of future cultural events (Report No 17/260 refers). It was not possible to recruit to this post by the end of 2017 and the role will be re-scoped and re-advertised in spring 2018.

- 2.57 These resources will be monitored as part of the revenue monitoring process and reported to the Strategic Policy and Resources Committee.

Discretionary Non-Domestic Rates Relief Scheme - £100,000

- 2.58 The amount shown is earmarked for a Rates Relief Scheme targeted at key vacant property across Perth and Kinross and was approved by the Strategic Policy & Resources Committee of 13 September 2017 (Report No. 17/281 refers).
- 2.59 These resources will be monitored as part of the revenue monitoring process and reported to the Strategic Policy and Resources Committee.

Central Energy Efficiency Fund - £96,000

- 2.60 The Central Energy Efficiency Fund is a means of pooling grant received from the former Scottish Executive together with savings achieved from the implementation of energy conservation and efficiency schemes to fund expenditure on further schemes of the same type.
- 2.61 It is projected that the balance on the Fund at 31 March 2018 will be approximately £96,000 and this amount is shown as being earmarked within General Fund Reserves.
- 2.62 These resources will be monitored as part of the revenue monitoring process, reported to the Strategic Policy and Resources Committee.

Corporate Feasibility Studies - £55,000

- 2.63 There are £55,000 of resources remaining from those originally earmarked as part of 2017/18 Revenue Budget (Report No. 17/47 refers) for feasibility studies. These resources will be utilised in 2018/19.
- 2.64 These resources will be monitored as part of the revenue monitoring process and reported to the Strategic Policy and Resources Committee.

Public Service Network - £39,000

- 2.65 The Council achieved Public Service Network (PSN) accreditation in November 2015. Ongoing works are being undertaken and £39,000 of resources are projected to remain from the amount originally earmarked as at 31 March 2016. These will be drawn down from Reserves as required in 2018/19.
- 2.66 These resources will be monitored as part of the revenue monitoring process and reported to the Strategic Policy and Resources Committee.

3. GENERAL FUND: Proposed Approach to Managing Uncommitted General Fund Balances

- 3.1 In order to assess the adequacy of unallocated general Reserves it is necessary to take account of the strategic, operational and financial risks facing the authority. The most significant risks are summarised below.

Capacity to Raise Balances

- 3.2 In determining the Council's Reserves Strategy it should be noted that there are likely to be constraints on the Council's capacity to increase uncommitted Reserves in the future.
- 3.3 These constraints arise firstly from the tight budgetary environment anticipated over the medium term, which means that there will be limited opportunities to raise Reserves through taxation or savings. Secondly the successful operation of the Council's approved Revenue Budget Flexibility Scheme means that there is a limited prospect of uncommitted Reserves being built up through Service under spends.
- 3.4 The application of Reserves, therefore, requires to be undertaken on a sustainable basis and the overall level of Reserves requires to reflect the difficulty likely to be experienced in reinstating them as and when they are applied.

Political, Economic, Social and Other Risks Facing the Council

- 3.5 The Council faces significant challenges over the medium term. A more comprehensive list of the many risks facing the Council in the next few years which may impact on the budget is set out in the Revenue Budget 2018/19 to 2020/21 – Report Number 2 which is on the agenda for this special meeting of the Council (Report No. 18/47 refers). These include –
- Reliance on transformation across the Council to achieve significant budget reductions
 - Assumptions in relation to the continued growth in the number of Band D equivalent properties
 - Uncertainty over Scottish Government funding levels beyond 2018/19
 - Voluntary Severance Schemes
 - Implementation of Welfare Reform
 - Pay award assumptions in 2018/19 and beyond
 - Inflation
 - Current Economic Climate

Severe Weather

- 3.6 The Provisional Revenue Budgets for 2018/19 to 2020/21 for winter maintenance include provision for the cost of an average winter. However a worse than average winter may have a significant adverse impact on the Reserves position.

- 3.7 The variable costs of service provision can increase substantially as a result of prolonged spells of colder than average weather or particularly severe winter weather. In the past there have been significant over spends on this activity, which were funded from Reserves.
- 3.8 The Council also has extensive experience of flood events in recent years and the potential for incurring unbudgeted costs as a result of these is significant. Once again, scenarios in which the Council could incur costs of several million pounds from one or more major events can be envisaged.
- 3.9 The Council's practice in respect of unbudgeted severe weather costs in recent years has been to fund them through savings against other (particularly maintenance) budgets as well as Reserves. It is anticipated that alternative savings would be sought where possible in the event of severe weather. Notwithstanding this, the probability and potential financial impact of severe weather is such that this risk must be a major consideration in developing the Reserves Strategy. The following table sets out final outturns on Winter Maintenance over the last ten years.

Winter Maintenance Final Over / Underspend	
2017/18 (Projected)	Over spend of £450,000
2016/17	Underspend £540,000
2015/16	Over spend £59,000
2014/15	Over spend £260,000
2013/14	Under spend £531,000
2012/13	Over spend £1,411,000
2011/12	Over spend £785,000
2010/11	Over spend £3,160,000
2009/10	Over spend £2,044,000
2008/09	Over spend £656,000

Bellwin Scheme

- 3.10 The Bellwin Scheme operates under Section 155(2) of the Local Government and Housing Act 1989. It allows Scottish Ministers to make additional revenue support available to local authorities to assist with the immediate and unforeseen costs of dealing with the aftermath of emergency incidents.
- 3.11 Currently Councils are expected to retain the equivalent of 0.2% of their annual Net Revenue Budget to deal with unforeseen emergencies (approximately £650,000 for Perth & Kinross Council).

Comparison with other authorities

- 3.12 There is limited current data on the Reserves position of local authorities in Scotland as a whole. Individual Councils do include information in their published annual accounts, the most recent being as at 31 March 2017.

- 3.13 Audit Scotland's overview report for 2016/17 makes a number of observations in terms of Council's useable Reserves. The main observation was that 20 Councils drew on their usable Revenue and Capital Reserves during 2016/17 compared to eight in 2015/16 with an overall reduction in Reserves of £33 million across all Councils.
- 3.14 The report makes reference to signs that Councils are under financial pressure and are finding it increasingly difficult to identify and deliver savings and more have drawn on Reserves to fund change programmes and routine service delivery.
- 3.15 It is highly probable that a number of authorities are holding levels of uncommitted Reserves significantly below the levels that would normally be considered desirable as a result of pressures on their expenditure. Additionally, for reasons of geography many authorities do not face the same risks in relation to severe weather as Perth & Kinross Council.

Proposed Level of Uncommitted General Fund Reserves

- 3.16 Taking account of all of the above factors and historical experience in Perth & Kinross since 1996 it is recommended that the targeted level of uncommitted non-HRA General Fund Reserves continues to be in the range of 2% to 4% of the Council's net revenue expenditure in the medium term. Based on the Net Provisional Revenue Budget for 2018/19 of £338,044,000 (including the application of Revenue Budget headroom) this would imply a level of uncommitted Reserves of between approximately £6,761,000 and £13,522,000 for 2018/19.
- 3.17 It has been recommended that the targeted level of uncommitted Reserves be maintained in the 2% to 4% range for a number of years. Whilst this range is still considered to be appropriate it should be understood that the level of risk involved in managing the Council's Revenue Budget will continue to be raised over the short to medium term. This reflects the fact that the local government settlements for the last few years have seen real terms reductions in funding and that future settlements are expected to be challenging; that there is no information from the Scottish Government on the level of settlement beyond 2018/19, nor on sanctions and policy in relation to teacher numbers or social care in future years and that many of the savings options included in the Revenue Budget Executive Summaries will be challenging to deliver.
- 3.18 In these circumstances it would be prudent to maintain the level of uncommitted Reserves towards the upper end of the range if this is at all possible. Inevitably determining the exact level of uncommitted Reserves within the recommended range will involve judgements in relation to the profile of risks faced by the Council and the options available in managing the Revenue Budget. Due to the continuing uncertainties and risks beyond 2018/19 it would not be imprudent to maintain uncommitted Reserves above 4% in the medium term.

- 3.19 A comparison with the forecast position set out above indicates that the Council's projected uncommitted reserves will be approximately £12,045,000 (prior to any budget decisions which have an effect on the Reserves position). This equates to 3.6% of the Net Provisional Revenue Budget for 2018/19.
- 3.20 In view of the above, it is recommended that the uncommitted General Fund Reserves be maintained at a level of at least 2% of the Net Provisional Revenue Budget (approximately £6,761,000) in determining the 2018/19 Final Revenue Budget. In the event that any use of General Fund Reserves is made in determining the 2018/19 Revenue Budget this should only be done on the basis of a sustainable strategy, which ensures that future years' Revenue Budgets are not dependent on the continuing use of Reserves.
- 3.21 Appendix 3 illustrates the contributions to and from Reserves recommended in setting the Provisional Revenue Budget for 2018/19 and anticipated in 2019/20 and 2020/21.

4. CAPITAL RECEIPTS RESERVE

- 4.1 The Capital Receipts Reserve holds capital receipts from the disposal of assets, which have not yet been used to finance replacement assets or to redeem debt. At the end of the financial year it is anticipated that there will be £1,421,000 of capital receipts carried forward to 2018/19. The forecasts for unapplied capital receipts all relate to the Commercial Property Investment Programme and recommendations for utilising these resources will be reported to the Strategic Policy and Resources Committee.

5. RENEWAL AND REPAIR FUND

- 5.1 The Council operates a Renewal and Repair Fund in accordance with the Local Government (Scotland) Act 1975. The position of the Fund is monitored in the capital monitoring reports submitted to the Strategic Policy and Resources Committee.
- 5.2 The projected balance on the Fund at 31 March 2018 included in the capital monitoring reports to the Strategic Policy & Resources Committee on 7 February 2018 (Report No.18/42 refers) was £20,000.
- 5.3 The Strategic Policy and Resources Committee have previously approved proposals to meet expenditure in future years on the Integrated Human Resources and Payroll System. The balance includes a final allocation of £20,000 towards this project.

6. INSURANCE FUND

- 6.1 The Council operates an Insurance Fund in accordance with the provisions of the Local Government (Scotland) Act 1994. The Council's actuaries, Arthur J Gallagher undertook the triennial review of the Fund as at 31 March 2017 and concluded, in summary, that the balance of £2,844,000 excluding

prepayments and provisions on the Fund was adequate and provides flexibility should the Council look to increase insurance excess levels. Any increase in excess levels would be balanced by premium savings relative to the additional risk.

- 6.2 The balance on the Fund at 31 March, 2017 was £2,844,000 (excluding provisions for outstanding liabilities) and it is anticipated that the balance may increase to approximately £2,909,000 by 31 March 2018 assuming no significant change in claims.
- 6.3 The 2018/19 Provisional Revenue Budget assumes that a budgeted contribution of £200,000 from the General Fund and £50,000 from the Housing Revenue Account is made.
- 6.4 The current level of the Fund should provide both a degree of resilience in relation to self-insured risks and provide some capacity for flexibility in the future management of the Council's insurance arrangements. The most significant of these self-insured risks are in relation to property claims for which the excess per claim is £100,000; the aggregate annual stop-loss is £800,000 and flooding claims for which the excess is £1,000,000 and the potential of an increase in claims in relation to abuse linked to the Limitation (Child Abuse) Act recently passed by the Scottish Parliament.

7. CAPITAL FUND

- 7.1 The Council operates a Capital Fund in accordance with the Local Government (Scotland) Act 1975. The Fund can be used to meet the principal element of loan repayments or to defray capital expenditure. It is anticipated that the balance on the Fund at 31 March 2018 will be £25,078,000. The strategy for managing these resources was considered as part of the Capital Budget which was approved by the Council on 22 June 2016. (Report No.16/277 refers).

8. CAPITAL GRANTS UNAPPLIED

- 8.1 The Capital Grants Unapplied Reserve holds capital grants which have been received by the Council for which the capital works have not yet been undertaken or completed. The current balance is £87,000 and this will be applied to the relevant projects as the works are completed.

9. CONCLUSIONS AND RECOMMENDATIONS

- 9.1 This report sets out the proposed strategy for managing the Council's Reserves and Balances with the exception of the Housing Revenue Account Balance.
- 9.2 A number of proposals for earmarking General Fund Balances are outlined in section 2 above. In financial terms the most significant of these relate to the Transformation Programme (including Workforce Management), Developer Contributions, Affordable Housing, Revenue Budget Flexibility, Perth High School and Secondary Schools.

- 9.3 After taking account of the proposals for earmarking Reserves and based on an assessment of financial risks over the medium term, it is recommended that the Council retain a level of uncommitted General Fund Reserves in the range of 2% to 4% of the Net Revenue Budget in the medium term.
- 9.4 In view of this it is recommended that the Council's uncommitted General Fund Reserves be maintained at a level of at least 2% of the Net Provisional Revenue Budget or approximately £6,761,000 in determining the Final Revenue Budget for 2018/19. In the event that any use of General Fund Reserves is made in determining the 2018/19 Final Revenue Budget and the 2019/20 and 2020/21 Provisional Revenue Budget, this should only be done on the basis of a sustainable strategy, which ensures that future years' Revenue Budgets are not dependent on the continuing use of Reserves.
- 9.5 Recommendations for managing the Capital Receipts Reserve; the Renewal and Repair Fund; the Insurance Fund; the Capital Fund and Capital Grants Unapplied are also outlined. In essence these Reserves are either committed or require to be maintained at broadly current levels in view of the proposed budget strategies and the risks facing the Council.
- 9.6 It is recommended that the Council approves:
- 9.6.1 The proposals to earmark General Fund Reserves as set out in Section 2.
- 9.6.2 The proposed approach to managing uncommitted General Fund Reserves as set out in Section 3.
- 9.6.3 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.

Author(s)

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Approved

Name	Designation	Date
Stewart Mackenzie	Head of Finance	9 February 2018
Jim Valentine	Depute Chief Executive and Chief Operating Officer	10 February 2018

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 The Reserves Strategy supports the Council in managing the delivery of all of the Corporate Plan objectives and is consistent with the Council's principles of accountability and transparency; ensuring that we are accountable and transparent to the community; the Community Planning Partners and the Scottish Government in our decision making, planning and delivery of services.

2. Resource Implications

2.1. Financial

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

2.2. Workforce

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

2.3. Asset Management (land, property, IT)

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

3. Assessments

3.1. Equality Impact Assessment

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

3.2 Strategic Environmental Assessment

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

3.3 Sustainability

- 3.3.1 Under the provisions of the Local Government in Scotland Act 2003 the Council has to discharge its duties in a way which contributes to the achievement of sustainable development. In terms of the Climate Change Act, the Council has a general duty to demonstrate its commitment to sustainability and the community, environmental and economic impacts of its actions.

- 3.3.2 The information contained within this report has been considered under the Act. However, no action is required as the Act does not apply to the matters presented in this report.

4. Consultation

4.1 Internal

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

2. BACKGROUND PAPERS

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

3. APPENDICES

Appendix 1 – Summary of General Fund Balances at 31 March 2017

Appendix 2 – Projected General Fund Balance at 31 March 2018 (excluding the Housing Revenue Account)

Appendix 3 – Summary of the Projected Use of General Fund Revenue Balances 2018/19, 2019/20 and 2020/21

Summary of General Fund Balances at 31 March 2017	Other		
	General		Total
	HRA	Fund	General
	Balances	Balances	Fund
	£'000	£'000	£'000
General Fund Balance at 31 March 2017	800	51,402	52,202
<u>Less Commitments Against Balances</u>			
Transformation programme (including Workforce Management and Organisational Change)		(13,682)	(13,682)
Developer Contributions: Commuted Sums & Infrastructure and Affordable Housing		(4,698)	(4,698)
Affordable Housing		(4,024)	(4,024)
Revenue Budget Flexibility		(2,833)	(2,833)
Perth High School		(2,116)	(2,116)
Secondary Schools		(1,399)	(1,399)
Devolved School Management		(1,103)	(1,103)
Bridge Feasibility Studies		(808)	(808)
Revenue Grants		(694)	(694)
Health and Social Care Partnership		(598)	(598)
Crematorium Abatement Levy		(500)	(500)
Perth & Kinross Marketing & Promotional Scheme		(435)	(435)
Car Parking		(417)	(417)
Perth City Centre Projects		(392)	(392)
Flood Prevention works		(291)	(291)
UK City of Culture		(240)	(240)
Environmental Improvements		(212)	(212)
Local Government Elections		(212)	(212)
Energy and Water Management		(200)	(200)
Planning Appeals & Public Inquiries		(196)	(196)
Central Energy Efficiency Fund		(150)	(150)
Public Service Network		(140)	(140)
Contaminated Land		(123)	(123)
Modern Apprentices / Graduate Trainees		(121)	(121)
Corporate Feasibility Studies		(100)	(100)
Financial Assistance		(100)	(100)
Investment in Improvement Funds		(75)	(75)
Uncommitted Balance at 31 March 2017	800	15,543	16,343

Projected General Fund Balance at 31 March 2018 (excl HRA)

£'000 £'000

Balance on General Fund at 1 April 2017 (Appendix 1) 51,402**Budgeted Contributions to/(from) Balances (Approved February 2017)**

Budget Flexibility	(2,283)	
Budget Motion	(3,339)	
UK City of Culture	(240)	
Perth High School	(735)	
Modern Apprentices / Graduate Trainees	(112)	
Crematorium Abatement Levy	60	
Devolved School Management	(598)	
Investment in Improvement Fund	(75)	
Environmental Initiatives	(150)	
Elections	(212)	
Public Services Network	(101)	
Bridge Feasibility Studies	(648)	
Perth & Kinross Marketing & Promotional Scheme	(200)	
Flood Prevention Works	(291)	
Council Tax Second Home Discounts / Long Term Empty Property	1,019	
Events	20	
Workforce management	105	
Revenue Grants	(210)	
		(7,990)

Approved Contributions to/(from) Balances since February 2017

Devolved School Management	(505)	
Transformation	(2,265)	
Perth City Centre projects	(122)	
Corporate Feasibility Studies	(100)	
Health and Social Care Transformation	2,214	
June 2017 Council motion	(750)	
Revenue Grants	(484)	
Perth Theatre	(609)	
Events	(4)	
Environmental Initiatives	(62)	
Pay award reduction	102	
Discretionary Rates Relief Scheme	100	
Communities	232	
Unhypothecated Revenue Grant	725	
Secondary school	400	
Remodelling Care	300	
Perth High School	608	
Flood Prevention Works	225	
Bridge Feasibility Studies	100	
Corporate Feasibility Studies	55	
Repayment - Perth Office Programme	482	
Modern Apprentices / Graduate Trainees	104	
Culture	107	
		853

Projected Underspend

Service Budgets	3,173	
Corporate Budgets	51	
		3,224

Projected General Fund Balance at 31 March 2018 (excl HRA)

	£'000	£'000
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Year End Accounting Adjustments:

Voluntary Severance Scheme	(1,387)	
Devolved School Management: Projected Under spend	859	
Crematorium - repayment of debt	(560)	
PEF Funding	221	
Developer Contributions: Commuted Sums Net Income	760	
Car Parking	(134)	
Central Energy Efficiency Fund	(54)	
Planning appeals	(14)	
Contaminated Land	25	

(284)

Projected Balance on General Fund at 31 March 2018

	<u>47,205</u>
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Summary of the Projected Use of General Fund Revenue Balances
2018/19, 2019/20 and 2020/21

The following table only takes account of the use of Reserves where there are known commitments over the next three years. Where the timing of expenditure is unknown budgets will be updated as appropriate.

Summary of the Projected Use of General Fund Balances 2018/19 - 2020/21 (Based on 2018/19 Provisional Revenue Budget)

	£'000	£'000
Projected General Fund Balance at 1 April 2018		47,205

Financial Year 2018/19

Additions to Balances during year

Workforce management	192
Financial Assistance	20
Elections	53
Council tax 2nd homes	1,300
POP Repayment Reserves	378

Use of Balances

Budget flexibility 2017	(550)	
Budget flexibility 2018	(3,188)	
Health and Social Care Partnership	(2,088)	
Devolved School Management	(859)	
Budget motion	(250)	
Public Service Network	(35)	
Perth High School	(450)	
Bridge Feasibility studies	(260)	
Marketing and promotional	(235)	
Transformation	(1,767)	
Cultural offer	(107)	
Corporate Feasibility Studies	(55)	
Flood works	(225)	
Communities	(232)	
Council tax 2nd homes - funding staff	(281)	
		<u>(8,639)</u>
Projected General Fund Balance at 31 March 2019		38,566

Financial Year 2019/20

Additions to Balances during year

Workforce management	192
Financial Assistance	20
Elections	53
Council tax 2nd homes	1,300

Use of Balances

Council tax 2nd homes - funding staff	(281)	
Perth High School	(340)	
Transformation	(1,767)	
		<u>(823)</u>
Projected General Fund Balance at 31 March 2020		37,743

Summary of the Projected Use of General Fund Revenue Balances
2018/19, 2019/20 and 2020/21

Financial Year 2020/21

Additions to Balances during year

Workforce management	192
Financial Assistance	20
Elections	53
Council tax 2nd homes	1,300

Use of Balances

Council tax 2nd homes - funding staff	(281)
Transformation	(1,766)
	(482)
Projected General Fund Balance at 31 March 2021	<u><u>37,261</u></u>