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Council Building
2 High Street
Perth
PH1 5PH

30/09/2021

A virtual meeting of **Perth and Kinross Council** will be held on **Wednesday, 06 October 2021** at **09:30**.

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

BARBARA RENTON
Interim Chief Executive

Those attending the meeting are requested to ensure that all notifications are silent on their device and other devices are in silent mode.

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

Members:

Provost D Melloy
All Councillors

Perth and Kinross Council

Wednesday, 06 October 2021

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 MINUTE OF MEETING OF PERTH AND KINROSS COUNCIL OF 23 JUNE 2021 FOR APPROVAL 5 - 12
(copy herewith)

4 MOTIONS

4(i) OLDER PEOPLE'S CHAMPION 13 - 14
Motion by Councillors J Rebbeck and S McCole (copy herewith)

4(ii) KINROSS-SHIRE LOCAL COMMITTEE 15 - 20
Motion by Councillors C Purves and M Barnacle (copy herewith)

4(iii) COP26 21 - 22
Motion by Councillors F Sarwar and R Watters (copy herewith)

5 PERTH & KINROSS COUNCIL ANNUAL PERFORMANCE REPORT 2020/21 23 - 90
Report by Interim Chief Executive (copy herewith 21/179)

Note: The Annual Performance Report 2020/21 was considered by the Scrutiny Committee on 15 September 2021.

6 THE INVESTMENT BLUEPRINT 91 - 126
Report by Chief Operating Officer (copy herewith 21/180)

7 CAPITAL BUDGET 2021/22 - 2028/29 UPDATE 127 - 146
Report by Interim Chief Executive and Head of Finance (copy herewith 21/181)

8 JANUARY - MAY 2022 PROPOSED COMMITTEE TIMETABLE 147 - 148
(copy herewith)

9 TIMETABLE OF MEETINGS 2021

Council is asked to agree that an additional special meeting of the Council takes place on Monday 25 October 2021 at 10.00am to consider the Council's response to the Scottish Government consultation on a National Care Service Review. The meeting of the Property Sub-Committee scheduled to take place on that dates to now commence at 9.00am.

10

UPDATES TO SCHEME OF ADMINISTRATION
(copy herewith)

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PERTH AND KINROSS COUNCIL

Minute of meeting of Perth and Kinross Council held virtually on Wednesday 23 June 2021 at 9.30am.

Present: Provost D Melloy, Councillors C Ahern (excluding Item 7), A Bailey, K Baird, M Barnacle, L Barrett, P Barrett, B Brawn, R Brock, A Coates, S Donaldson, E Drysdale, J Duff, A Forbes, T Gray, D Illingworth (excluding Item 7), I James, A Jarvis, G Laing, M Lyle, I Massie, R McCall, S McCole, X McDade, T McEwan, A Parrott, B Pover, C Purves, J Rebbeck, C Reid, W Robertson, F Sarwar, C Shiers, L Simpson, F Smith, C Stewart, R Watters, M Williamson and W Wilson.

In Attendance: B Renton, Interim Chief Executive and Executive Director (Communities); C Mailer, Depute Director (Communities); S Devlin, Executive Director (Education and Children's Services); K Donaldson, Chief Operating Officer; G Paterson, Chief Officer/Director – Integrated Health and Social Care; M Butterworth, C Guild, D McPhee (Communities); L Simpson, S Hendry, K Molley, S Mackenzie, A Brown, M Pasternak and B Parker (all Corporate and Democratic Services).

Apology: Councillor H Coates.

The Provost led on Items 1-4 and the Depute Provost led on Items 5-10.

Provost D Melloy, Presiding

1. WELCOME AND APOLOGIES

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

2. DECLARATIONS OF INTEREST

Councillors C Ahern, A Forbes, A Jarvis, S McCole, J Rebbeck, F Smith and M Williamson declared a non-financial interest in Item 6.

Councillor D Illingworth declared a financial interest in item 6.

3. MINUTE OF MEETING OF PERTH AND KINROSS COUNCIL OF 21 APRIL 2021

The minute of the meeting of Perth and Kinross Council of 21 April 2021 be approved as a correct record and authorised for signature, subject to Councillor H Coates being removed from the list of apologies and Councillor F Smith attending the meeting.

IN TERMS OF STANDING ORDER 34 THE COMMITTEE AGREED TO VARY THE ORDER OF BUSINESS.

4. PROPOSAL TO GRANT FREEDOM OF THE CITY OF PERTH TO ST JOHNSTONE FOOTBALL CLUB

There was submitted a report by the Interim Chief Executive (21/104) proposing to grant the Freedom of the City of Perth to St Johnstone Football Club to officially mark their double success in winning the Scottish League Cup and the Scottish Cup in the season 2020/2021.

Resolved:

- (i) Powers under Section 206 of the Local Government (S) Act 1973 be exercised to grant St Johnstone Football Club the Freedom of the City of Perth to celebrate their double success in attaining the Scottish League Cup and the Scottish Cup in the season 2020/2021.
- (ii) The Freedom of the City of Perth ceremony to take place at a date and venue mutually agreed with St Johnstone Football Club when coronavirus restrictions have been relaxed.
- (iii) The Interim Chief Executive be required to report to the Provost Sub-Committee once full details of the Freedom ceremony are known.

5. TREASURY ACTIVITY AND COMPLIANCE REPORT 2020/21 QUARTER 4

There was submitted a report by the Head of Finance (21/100) (1) providing an update on the Treasury Activity for the quarter ending 31 March 2021; and (2) reporting on compliance with the Council's Treasury Management Policy Statement (TMPS); Treasury Management Practices (TMPs); the Investment Strategy and the Prudential Indicators for the same period.

Resolved:

The content of Report 21/100, submitted in accordance with the Council's approved Treasury Management Practices, be noted.

6. REVENUE BUDGET 2021/22 - UPDATE NO. 1

There was submitted a report by the Head of Finance (21/101) (1) providing a brief update on the final outturn for 2020/21; (2) advising on further funding that will be received in 2021/22; and (3) seeking authority to draw down Reserves.

Resolved:

- (i) The update on the Covid-19 Earmarked Reserve, set out in Section 2 of Report 21/101, be noted.
- (ii) The process, set out at paragraph 2.14 of Report 21/101, in that issues identified by Elected Members in relation to potential investment from the Covid-19 earmarked Reserve be subject to consideration by the Offer Member Officer Working Group be approved.
- (iii) The additional funding, identified in Section 3 of Report 21/101, be noted and approved.
- (iv) The application of Reserves, set out in Section 4 of Report 21/101, be approved.

THERE FOLLOWED A 10 MINUTE RECESS AND THE MEETING RECONVENED AT 11.10AM.

COUNCILLORS C AHERN AND D ILLINGWORTH LEFT THE MEETING DURING CONSIDERATION OF THE FOLLOWING ITEM.

7. STRATEGIC DIRECTION FOR THE DELIVERY OF UNIVERSAL FREE PRIMARY SCHOOL MEALS (INCLUDING BREAKFASTS) IN PERTH AND KINROSS BY AUGUST 2022

There was submitted a report by the Executive Director (Education and Children's Services) (21/102) outlining a range of options for Perth and Kinross Council to deliver the recently announced Scottish Government commitment to provide universal free school meals (FSM) to all primary pupils. The roll out of this commitment starts with P4 from August 2021, P5 from January 2022, and the remaining pupils by August 2022.

Motion (Councillor X McDade and S McCole)

- (i) The Executive Director (Education and Children's Services) to immediately circulate additional and more detailed financial information/gap analysis to elected members that had been referred to in the question and answer session with officers on the report.
- (ii) The meeting to then break for lunch until 1.00pm to allow for the reading of the information by elected members.

Amendment (Councillors P Barrett and W Wilson)

Progress with the meeting and the consideration of the report.

In accordance with Standing Order 58 a roll call vote was taken

17 members voted for the Motion as follows:

Councillors A Bailey, R Brock, S Donaldson, E Drysdale, T Gray, G Laing, I Massie, S McCole, X McDade, T McEwan, A Parrott, B Pover, C Purves, J Rebbeck, F Sarwar, R Watters and M Williamson.

18 members voted for the Amendment as follows:

Councillors K Baird, M Barnacle, L Barrett, P Barrett, B Brawn, A Coates, J Duff, A Forbes, I James, M Lyle, R McCall, Provost D Melloy, C Reid, W Robertson, C Shiers, L Simpson, F Smith and W Wilson.

2 members Abstained as follows:

Councillors A Jarvis and C Stewart.

Resolved:

The Amendment was carried and the meeting continued to consider Report 21/102.

COUNCILLORS S DONALDSON, E DRYSDALE, G LAING, I MASSIE, S MCCOLE, X MCDADE, T MCEWAN, A PARROTT, J REBBECK, F SARWAR AND R WATTERS REQUESTED THAT THEIR DISSENT TO THE DECISION TAKEN BE RECORDED.

THERE FOLLOWED A RECESS FOR LUNCH.

THE MEETING RECONVENED AT 1.40PM.

Motion (Councillors M Lyle and C Shiers)

That Council:

- (i) Notes the current assessment of the service delivery models for the provision of Universal FSM for all primary school pupils within the required timetables as laid out by the Scottish Government.**
- (ii) Notes the significant impact on the Capital Budget and programme of Model 1 and Model 4.**
- (iii) Discounts the options under Model 1 and Model 4 as these will not meet the timetable for the introduction of Universal FSM.**
- (iv) Notes the requirement to deliver annual savings of £450k by April 2022, as approved by Council.**
- (v) Notes that whilst deliverable and having minimal impact on the existing staffing model for the PKC Tayside Contracts staffing, Model 3 will not deliver the same levels of efficiencies in terms of staffing, meal production costs or environmental benefits as Model 2 and will not achieve the approved saving of £450k in the short/medium-term.**
- (vi) Approves the option, as set out in Model 2, as the most viable strategic direction to ensure the delivery of Universal FSM for primary school meal provision in Perth and Kinross within the necessary timeframe and budgetary constraints.**
- (vii) Requests the Executive Director (Education and Children's Services) to commence discussions with Tayside Contracts, Angus and Dundee City Councils in order to progress the transition to a Tay Cuisine based meal service for Perth and Kinross.**

Amendment (Councillors A Bailey and J Rebbeck)

That Council:

- (i) Note the current assessment of the service delivery models for the provision of Universal FSM for all primary school pupils within the required timetables as laid out by the Scottish Government.**
- (ii) Adopt the option, as set out in Model 1, as the most palatable option for residents of Perth & Kinross and their children.**
- (iii) Identify funding sources for doing so as part of the 22/23 budget and to note the availability of future Scottish Government contributions towards capital costs.**

In accordance with Standing Order 58 a roll call vote was taken.

21 members voted for the Motion as follows:

Councillors K Baird, M Barnacle, L Barrett, P Barrett, B Brawn, A Coates, J Duff, A Forbes, I James, A Jarvis, M Lyle, R McCall, Provost D Melloy, C Purves, C Reid, W Robertson, C Shiers, L Simpson, F Smith, C Stewart and W Wilson.

16 members voted for the Amendment as follows:

Councillors A Bailey, R Brock, S Donaldson, E Drysdale, T Gray, G Laing, I Massie, S McCole, X McDade, T McEwan, A Parrott, B Pover, J Rebbeck, F Sarwar, R Watters and M Williamson.

Resolved:

In accordance with the Motion.

THERE FOLLOWED A SHORT RECESS AND THE MEETING RECONVENED AT 4.15PM.

COUNCILLORS C AHERN AND D ILLINGWORTH REJOINED THE MEETING AT THIS POINT.

8. REVISED STANDING ORDERS

There was submitted a report by the Interim Chief Executive (21/103) presenting the revised Council Standing Orders for approval.

Motion (Councillors M Lyle and J Duff)

Council is asked to approve the revised Standing Orders as set out in Appendix 1 of the report.

Amendment (Councillors X McDade and G Laing)

In accordance with the Motion with the following exceptions:

S.O. 11.1: Reorder to move “Political Business Items” immediately ahead of “Ordinary business items” to maintain the position of the current standing orders.

S.O. 16.2.3: Delete

S.O. 18.4: Delete

S.O. 19.3 Replace with “Subject to the provisions below, no councillor may speak for more than five minutes in the discussion, except with the permission of the Convener.

Delegate any minor changes to numbering or wording required as a result of this amendment to the Head of Legal & Governance.

THERE FOLLOWED A SHORT RECESS AND THE MEETING RECONVENED AT 4.50PM.

The Mover and Seconder of the Motion agreed to incorporate the following sections of the Amendment into the Motion:

- S.O. 11.1: Reorder to move “Political Business Items” immediately ahead of “Ordinary business items” to maintain the position of the current standing orders.
- S.O. 19.3 Replace with “Subject to the provisions below, no councillor may speak for more than five minutes in the discussion, except with the permission of the Convener.

In accordance with Standing Order 58 a roll call vote was taken

20 members voted for the Revised Motion as follows:

Councillors C Ahern, K Baird, M Barnacle, L Barrett, B Brawn, A Coates, J Duff, A Forbes, D Illingworth, I James, M Lyle, R McCall, Provost D Melloy, C Purves, C Reid, W Robertson, C Shiers, F Smith, C Stewart and W Wilson.

15 members voted for the Amendment as follows:

Councillors A Bailey, R Brock, S Donaldson, E Drysdale, T Gray, G Laing, I Massie, S McCole, X McDade, T McEwan, B Pover, J Rebbeck, F Sarwar, R Watters and M Williamson.

4 members Abstained as follows:

Councillors A Jarvis, P Barrett, A Parrott and L Simpson.

Resolved:

In accordance with the Revised Motion as follows:

The revised Standing Orders, as set out in Appendix 1 to Report 21/103, be approved subject to the following changes:

S.O. 11.1: Reorder to move “Political Business Items” immediately ahead of “Ordinary business items” to maintain the position of the current standing orders.

S.O. 19.3 Replace with “Subject to the provisions below, no councillor may speak for more than five minutes in the discussion, except with the permission of the Convener.

9. TIMETABLE OF COMMITTEE MEETINGS FOR JULY – DECEMBER 2021

Resolved:

The timetable of Committee Meetings for July to December 2021 be agreed, with the Special Council meeting on 30 August 2021 to commence at 2.00pm.

10. APPOINTMENTS TO COMMITTEES/OUTSIDE BODIES

Motion (Councillors M Lyle and J Duff)

Council is asked to approve the proposed list of Appointments to Committees/Outside Bodies, which was shared on screen for all present and public watching:

- Councillor Smith to replace Councillor Illingworth on the Housing and Communities Committee.

- Councillor Brawn to replace Councillor Audrey Coates on the Licensing Committee.
- Councillor Wilson to replace Councillor Robertson on the Scrutiny Committee.
- Councillor Shiers to replace Councillor Duff on the Chief Executive Appointments Sub-Committee of the Strategic Policy and Resources Committee.
- Councillor Ahern to replace Councillor Audrey Coates on the Corporate Health, Safety and Wellbeing Consultative Committee.
- Councillor Brawn to be appointed as Chair of the Affordable Housing MOWG.
- Councillor Wilson to replace Councillor Peter Barrett on the Perth and Kinross Offer MOWG.
- Councillor Smith to replace Councillor Audrey Coates on the Perth Harbour Board.
- Councillor Smith to replace Councillor Audrey Coates on the Tayside Valuation Joint Board.
- Councillor Colin Stewart to replace Councillor John Duff on the Tay Cities Region Joint Committee.
- Councillor Colin Stewart to replace Councillor Caroline Shiers on Developing the Cultural Offer Board.
- In line with the Perth and Kinross Integration Scheme, the positions of Chair and Vice-Chair of the Perth and Kinross Integration Joint Board rotate every 2 years between Perth and Kinross Council and NHS Tayside. The current Chair of the IJB is Councillor Drysdale. From 4 October 2021, the position of Chair of the Board will be held by NHS Tayside. Council is asked to confirm that Councillor Duff be appointed to the role of Vice-Chair of the Integration Joint Board from 4 October 2021.
- Councillor Duff to replace Councillor Drysdale as the Council's representative on the NHS Tayside Board from 4 October 2021.

Amendment (Councillors G Laing and R Watters)

In accordance with the Motion with the following exceptions:

Councillor E Drysdale be appointed Vice-Chair of the Integration Joint Board from 4 October 2021.

Councillor Drysdale remain the Council's representative on the NHS Tayside Board.

Resolved:

Defer item to Special Meeting of Perth and Kinross Council on 30 August 2021 for further consideration.

Older People's Champion

Council recognises and values the contributions that older people play in our society. We are therefore seeking Council support for Age Scotland and the Scottish Older People's Assembly's (SOPA) campaign for every local authority in Scotland to establish the role of an Older People's Champion and to appoint a councillor to the position in Perth and Kinross. An Older People's Champion is a councillor who acts as a link between the council and older people in the local area. Age Scotland and SOPA also want to see a network of Older People's Champions from across Scotland who will be a voice for older people at local and national level, work together on shared challenges and collectively influence for change. It would be beneficial if our area were represented. With a growing older population, it is vital that local decision-making meets the needs of older people and that councillors have a better understanding of these. Local authorities, health and social care partnerships and the Third Sector are responsible for providing and supporting so many services upon which older people rely – such as public transport, social care provision, housing, planning and communities. As many local authority budgets are under pressure, older people need someone specifically tasked with standing up for their interests and finding out what they need from local decision makers. There is no budgetary implication attached to this role. We believe the impact of COVID-19 on Scotland's older people has only strengthened the need for an Older People's Champion here. We hope that Perth and Kinross Council can support this campaign and will establish the role of an Older People's Champion for our Council. If Council agrees this motion, then Councillor Ian Massie to be appointed as our Older People's Champion.

Mover: Councillor John Rebbeck

Seconder: Councillor Sheila McCole

6 October 2021

KINROSS-SHIRE LOCAL COMMITTEE

Motion by Councillor Callum Purves and Councillor Mike Barnacle

At its revenue budget-setting meeting in February, the Council agreed to undertake a 12-month pilot of a devolved decision-making committee for the Kinross-shire ward. The Kinross-shire Forum, which comprises the four Kinross-shire ward councillors and representatives from each of the six Kinross-shire community councils, developed a draft scheme of administration. This scheme has been revised following feedback and advice from senior Council officers and is set out at the appendix to this motion.

The Council is asked to agree the following:

- Approve the proposed Scheme of Administration for the Kinross-shire Local Committee as set out in the appendix to this motion;
- Delegate authority to the Head of Legal and Governance Services to make the necessary amendments to the Council's Scheme of Administration to give effect to this decision;
- Request that local elected members work with officers to determine evaluation criteria to review the effectiveness of the Scheme;
- Request that a report is brought back to Council following the conclusion of the 12-month pilot to consider whether any revisions to the Scheme are required;
- Note that Committee Services will liaise with the Convener to arrange the scheduling of meetings of the Committee;
- Note that no specific revenue or capital budgets are devolved to the local Committee as part of this motion setting up the pilot; and
- Appoint Councillor M Barnacle as Convener, noting that this is not a senior councillor appointment, and Councillor C Purves as Vice Convener of the Committee.

Proposed by Councillor Callum Purves

Seconded by Councillor Mike Barnacle

Kinross-shire Local Committee

Pilot Scheme of Administration

SECTION 1—GENERAL PROVISIONS

- 1.1 The Committee shall comprise the four ward councillors for Kinross-shire who shall have voting rights and one representative from each of the six community councils with most or all of their area in the Kinross-shire ward (Cleish & Blairadam, Fossoway & District, Glenfarg, Kinross, Milnathort and Portmoak) who shall be non-voting.
- 1.2 A meeting of the Committee shall be quorate if three ward councillors are present.
- 1.3 In the event of the absence of a ward councillor, a councillor from another ward may not substitute in his or her absence.
- 1.4 Community council members shall be appointed by the relevant community council from its complement of full members and shall remain a member of the Committee until the relevant community council decides otherwise or he or she ceases to be a community councillor.
- 1.5 In the absence of a community councillor, the community council of which he or she is a member may appoint a substitute for that meeting.
- 1.6 The Council will determine the Convener and Vice Convener of the Committee in line with the Council's standard appointment procedure.
- 1.7 In the absence of the Convener, the Vice Convener shall act on his or her behalf.
- 1.8 Meetings of the Committee shall be held in Kinross-shire.
- 1.9 Meetings of the Committee shall be held on an eight-weekly cycle.
- 1.10 Business for the Committee shall be determined as follows:
 - The Chief Executive may bring forward papers on matters within the remit of the Committee for information, consideration, or determination.
 - The Convener may request that papers be brought forward on matters within the remit of the Committee for information, consideration, or determination.
 - The Convener shall agree a programme of business with the Chief Executive who shall take cognisance of the resource implications of requested business.
- 1.11 Business shall otherwise be conducted in accordance with the Council's standing orders.

SECTION 2—GENERAL POWERS

- 2.1 To request that the committee convener or relevant executive director or head of service attend meetings and respond to relevant questions or submit a report or written evidence on any relevant matter.
- 2.2 To request that elected members, officers, other persons, and outside organizations attend meetings to give evidence or advice.
- 2.3 To receive petitions relating to the Kinross-shire ward in accordance with the Council's petitions policy where the matter falls within the remit of the Committee in line with the Council's standard petitions policy.
- 2.4 To initiate local community engagement in relation to Council business in the Kinross-shire ward; supporting existing engagement delivered by the Council; and,

where possible to be consulted on larger-scale Council engagement insofar as it relates to Kinross-shire

SECTION 3—DECISION MAKING POWERS

- 3.0.1 To agree local policies in relation to implementation of the specific placemaking powers devolved to the Committee subject to compliance with any statutory requirements and Council policy.
- 3.0.2 To agree the allocation of funds to individual functional areas devolved to the Committee to meet local priorities in the Kinross-shire ward within a devolved revenue budget.
- 3.0.3 To determine business cases for and agree any local capital project priorities within a devolved capital budget for the Kinross-shire ward or by allocating funds from a devolved revenue budget towards borrowing costs in line with approved capital investment governance arrangements.
- 3.0.4 To allocate and monitor expenditure from agreed localized funds, e.g., the Community Investment Fund and the Kinross Common Good Fund.

Section 3.1—Infrastructure and Economic Development

- 3.1.1 To make recommendations to Council on the formation of any Local Development Plans, strategies and supplementary guidance insofar as they relate to the Kinross-shire ward.
- 3.1.2 To support the development of community-led Local Place Plans.
- 3.1.3 To develop local measures to support and promote economic activity in Kinross-shire.
- 3.1.4 To work in partnership with VisitScotland, other agencies and local organizations to plan, promote and oversee the implementation of a tourism and events strategy for Kinross-shire.

Section 3.2—Roads

- 3.2.1 To determine local priorities for maintenance programmes for roads and bridges, and for surfacing and surface dressing schemes.
- 3.2.2 To determine a local policy on road safety.
- 3.2.3 To promote local Road Traffic Orders, including those where there are statutory objections that the Committee believe can be overcome, and make recommendations thereon where the Council is acting as planning authority.
- 3.2.4 To approve the stopping up of roads and private means of access and the deletion of roads from the list of public roads and the adoption of roads (that are not constructed under the Road Construction Consent procedure) onto the list of public roads and make recommendations thereon where the Council is acting as planning authority.
- 3.2.5 To agree local priorities for winter road and footpath maintenance.

Section 3.3—Environment

- 3.3.1 To agree local priorities for community greenspace and grounds maintenance activities.
- 3.3.2 To agree the establishment and maintenance of local footpaths, including additions and alterations to core path routes.
- 3.3.3 To make recommendations to Council on trees that should be considered for tree preservation orders based on local assessment criteria within legislation.
- 3.3.4 To approve and support local initiatives to encourage waste minimization, reduce litter and increase recycling.
- 3.3.5 To lead on and engage with community groups on initiatives to tackle the climate emergency.
- 3.3.6 To approve new Perth & Kinross Council Comfort Scheme providers according to Council policy within the Kinross-shire ward.
- 3.3.7 To support community-led local flood prevention and resilience initiatives.
- 3.3.8 To recommend to Council proposals for the establishment of any regional parks within the Kinross-shire ward and agreements with other councils where these cross local authority boundaries.
- 3.3.9 To make recommendations to Council on local landscape designations for the Kinross-shire ward.

Section 3.4—Communities

- 3.4.1 To support the work of the Kinross-shire Community Transport Group on public transport and community transport initiatives in collaboration with the Council's Public Transport Unit.
- 3.4.2 To make proposals to Council on community participation requests and the transfer of functions to community management and ownership subject to Council policies.
- 3.4.3 To engage with Community Planning Partners regarding the delivery of their services in the Kinross-shire ward.
- 3.4.4 To support local youth organizations and to promote the engagement of young people in local democracy.
- 3.4.5 To support local initiatives that promote and support the history and heritage of Kinross-shire.
- 3.4.6 To facilitate and, where appropriate, make arrangements in relation to Town Twinning and ceremonial matters in consultation with the Civic Services.

SECTION 4—SCRUTINY AND RECOMMENDATORY POWERS

- 4.1 To consider and make recommendations on matters which do not fall within the decision-making powers of the Committee, including:
 - Proposals made by the Chief Executive to review Council service delivery insofar as it affects the Kinross-shire ward; and
 - The impact of policy on the local service delivery and performance of Council services in the Kinross-shire ward.Council or the relevant committee must give due consideration to these recommendations during the decision-making process.
- 4.2 To receive assurance on progress of Council capital project delivery in Kinross-shire.

COP26

Perth and Kinross Council welcomes the delegates of COP26 to Scotland and wishes Glasgow every success in their role as hosts. We recognise the importance of the conference and know that time is of the essence in our fight against the climate emergency.

We note the key goals of COP26 as crucial pillars in this fight and recognise their call to action around: Mitigation, Adaptation, Finance, and Collaboration.

Today we underline Perth and Kinross Council's commitment to being a leader in addressing climate emergency and promise to expedite and prioritise the Climate Action Plan.

Mover: Councillor Fiona Sarwar

Seconder: Councillor Richard Watters

PERTH AND KINROSS COUNCIL

6 October 2021

PERTH & KINROSS COUNCIL ANNUAL PERFORMANCE REPORT 2020/21

Report by Interim Chief Executive
(Report No. 21/179)

PURPOSE OF REPORT

The annual report provides an overview of how the Council performed in 2020/21 against the strategic objectives for Perth and Kinross, as set out within the Council's Corporate Plan 2018-2022.

1. BACKGROUND

- 1.1 Perth and Kinross Council's Annual Performance Report (APR) is a statement of the progress made towards achieving our strategic objectives and meeting our statutory duty to deliver best value during the year 2020/21. It provides elected members, officers and the public with a clear understanding of the performance achieved, our success in making a positive difference to people's lives and lessons learned along the way.
- 1.2 The APR is supported by additional information which shows our performance against a set of Corporate Performance Indicators. This information can be accessed through our online performance dashboard, [PK Performs](#), which is hosted on the Perth and Kinross Council website.
- 1.3 Maintaining a stringent and effective performance management framework that includes public reporting is critical to the success of the Council in delivering and improving outcomes for individuals and our communities.

2. ANNUAL PERFORMANCE REPORT 2020/21

- 2.1 The Council's APR for 2020/21 is a high level summary of the impact that Council services collectively had in the period 1 April 2020 to 31 March 2021. While the Council has continued to record notable successes in service areas, the unprecedented impact of COVID-19 on activities in 2020/21 means that the data available is not necessarily comparable with that of previous years. For this reason, the 2020/21 APR document does not detail the trends for performance indicators as compared to previous years, ie the red, amber, green indicator summary which is part of the APR in more typical years. It also does not include a performance summary. However, a more detailed examination of key performance indicators, including the data from previous years, is included in the information published through the PK Performs dashboard. Public facing communication summarising the key information contained within the APR will also be prepared once the report is approved and published.

2.2 Within the APR, information is reported against the five strategic objectives and arrangements that support organisational delivery. These are organised as follows:

- **Key achievements** – this summarises the progress we have made in delivering outcomes for people and communities over the past year.
- **Performance to deliver strategic objectives** - this narrative provides more detail about performance highlights and information about areas where the service is not delivering against planned outcomes.
- **Measures of performance** – hyperlinks to our PK Performs portal. This provides information on the performance against the corporate performance indicators.

The APR also contains hyperlinks to other sources of performance information, which provides more indepth detail on specific areas.

2.3 To provide a fuller understanding of the performance against each indicator, information has been included alongside the charts published on PK Performs to explain:

- what the indicator is about
- why we measure it
- what can affect performance
- commentary on performance
- how our performance compares to other areas/similar organisations
- actions we are taking to improve performance

2.4 Throughout the report, there are many examples of how services have continued to have a positive impact on outcomes for individuals, businesses and communities through day-to-day services over and above the specific COVID-19 related challenges. This includes: 1,140 hours of early learning and childcare available for all eligible children; increasing numbers of children who could not live at home with their parents being cared for by family or friends; fewer families presenting as homeless; extending the range of learning subjects available to young people by establishing a virtual campus; successfully bidding to move the Stone of Destiny to Perth; completing the transformation of St Paul's church; improving digital inclusivity by providing devices to children, young people, adult learners, clients and tenants at risk of exclusion; meeting record housing completions across affordable and private sector since 2008; keeping communities involved in all greenspace projects delivered; completing first Community Asset Transfer; fixing more faults on the traffic network within target times.

2.5 However, the impact of COVID-19 on Perth and Kinross has been significant, and is likely to have long-term effects on our businesses and communities. This has meant a significant amount of unplanned work alongside communities and partners to support those affected. This work is reflected within the body of the APR where day-to-day services have responded and flexed quickly to accommodate changing needs and service provision throughout the year. Appendix 1 of the APR specifically looks at the response

to the pandemic, highlighting the achievements of the Council, partners and communities working together to support the people of Perth and Kinross throughout this most challenging of years.

- 2.6 In addition to recognising the positive performance of the organisation, the APR also outlines key areas of focus and improvement going forward. It outlines specific improvements made in relation to particular performance areas and how the Perth & Kinross Offer will be developed to tackle challenges and deliver improvement priorities. The Offer is a key part of ensuring that we build on recent progress and work more closely with communities to achieve significant change in how services are created and delivered. There are five agreed workstreams which will underpin the aims of the Offer: economy and entrepreneurship; equalities, empowerment and fairness; education and learning; environment, and enabling the Perth & Kinross Offer.

3. CONCLUSION AND RECOMMENDATIONS

- 3.1 The impact of COVID-19 on the communities within Perth and Kinross continues to be significant, and is likely to continue for some time to come. Throughout 2020/21, we have continued to deliver key services and have worked alongside communities, businesses and partners to support those most affected by the pandemic. The Perth & Kinross Offer provides the Council and the people of Perth and Kinross with a way to build on the positive relationships and sense of community which have supported the area through these challenging times, and achieve the aim of the Offer *“Working together so that everyone in Perth and Kinross can live life well.”*
- 3.2 It is recommended that Council approves the Perth and Kinross Council Annual Performance Report for 2020/21.

Author

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Approved

Name	Designation	Date
Barbara Renton	Interim Chief Executive	3 September 2021

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

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

All Council Services can offer a telephone translation facility.

1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

1. Strategic Implications

Community Plan/Single Outcome Agreement

1.1 None.

Corporate Plan

1.2 This report supports the delivery of the strategic objectives within the Corporate Plan 2018-2022.

2. Resource Implications

Financial

2.1 None.

Workforce

2.2 None.

Asset Management (land, property, IT)

2.3 None.

3. Assessments

Equality Impact Assessment

- 3.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.

None.

Strategic Environmental Assessment

- 3.2 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals.
- 3.3 However, no action is required as the Act does not apply to the matters presented in this report. This is because the Committee are requested to note the contents of the report only and the Committee are not being requested to approve, adopt or agree to an action or to set the framework for future decisions.

Sustainability

- 3.4 Under the provisions of the Local Government in Scotland Act 2003 the Council has to discharge its duties in a way which contributes to the achievement of sustainable development. Under the Climate Change (Scotland) Act 2009 the Council also has a duty relating to climate change and, in exercising its functions must act:
- in the way best calculated to delivery of the Act's emissions reduction targets;
 - in the way best calculated to deliver any statutory adaptation programmes; and
 - in a way that it considers most sustainable.

- 3.5 None.

Legal and Governance

- 3.6 None

Risk

- 3.7 None

4. Consultation

Internal

- 4.1 The Executive Officer Team and Service Management Teams were consulted and commented on this report.

External

- 4.2 None.

5. Communication

- 5.1 The Council's social media channels, website and direct emails will be used to highlight the contents of the Annual Performance Report and the detailed information available via PK Performs.

2. BACKGROUND PAPERS

None

3. APPENDICES

Perth and Kinross Council Annual Performance Report 2020/21.



Perth & Kinross Council

Annual Performance Report

everyone PKoffer
has something to offer

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Working together so that everyone in Perth and Kinross can live life well

During the period of lockdown
over 1,000
 people registered as volunteers
 with Perth & Kinross Council

COVID-19 Impact

Find out what impact COVID-19 had on our community during 2020



Perth and Kinross Offer

Find out what it's all about



Welcome

We are pleased to present this year's Annual Performance Report for Perth & Kinross Council for 2020/21. The year created never seen before challenges, with the impact of COVID-19 and its associated restrictions. We have had to adapt quickly and respond flexibly. We've learned lessons along the way and have reflected on these within our review of 2020/21. Despite the challenges, there are also a great number of achievements to report. Council teams and our partners continued to deliver essential services every day. Most significantly, we have all been heartened by the way people within our communities in Perth and Kinross have worked together to help each other through this time.

People throughout the area have demonstrated tremendous generosity and resilience in helping each other to combat the impacts of the pandemic. It is a testament to the character and spirit of the people within Perth and Kinross that we have so many positive stories of how everyone worked together to ensure those most vulnerable in our communities were cared for during this time. We are immensely grateful to the many people from all walks of life who have done their utmost to support and assist their loved ones, friends and neighbours over the past year.

While the size and scope of work undertaken by our Services across Perth and Kinross is significant, this report only highlights key areas of work and performance. More detailed information on specific areas is available in links throughout the document.

The impact of COVID-19 in Perth and Kinross has been considerable and for this reason, we have chosen to address these issues separately in Appendix 1. This has allowed us to focus the main report more fully on how we continued to deliver our day-to-day services. While aspects of delivery of services and resources available to undertake these was often impacted by the pandemic, we remained flexible, listened to our communities and continued to provide a high level of service delivery throughout.

However, the effects of the pandemic are not going to go away quickly. While we all experienced challenging circumstances, it is already evident that the worst of these are, and will continue to be, felt severely by those most vulnerable in our society. We also recognise the challenges presented by the rural/urban diversity of the Perth and Kinross area. Addressing the long-term impacts on our communities is a significant challenge and we want to reassure residents we are taking this very seriously. Perth and

Kinross has already shown the successes we can achieve when we work together, and we believe that we have the opportunity to continue that way of working through the Perth and Kinross Offer.

The work recorded in this Annual Performance Report would not be possible without the commitment, dedication and hard work of all of our staff and those of our partner organisations, with support from Elected Members. It has been a privilege to work alongside them, and we know that with their continued efforts and enthusiasm, Perth and Kinross is in a strong position for future success.

Thank you for taking the time to read our Annual Performance Report.

Barbara Renton

*Interim Chief Executive
Perth & Kinross Council*

Councillor Murray Lyle

*Council Leader
Perth & Kinross Council*

Introduction

We share the Vision of the Community Planning Partnership for our area:

“Creating a confident, ambitious and fairer Perth and Kinross, for all who live and work here.”

Our five strategic objectives are:



Whilst these objectives have been in place for a number of years, they remain relevant and stand us in good stead for recovery from the challenges presented by COVID-19.

The following pages highlight just some of the work we have undertaken in each objective with our communities and partners across the private, public and third sectors throughout the year.

2020/21 Performance Indicators

In previous years, we have used our Annual Performance Report to present our performance by demonstrating the progress we have made against key performance indicators over a reporting period. This year, however, the unprecedented impact of COVID-19 and our response to the pandemic means we have taken a slightly different approach.

Despite the many challenges we have experienced in recent times, we have continued to record notable successes in our key service areas. We have also remained committed to identifying improvement actions based on our learning to date. As such, this report still details our performance against key performance indicators. However, making judgements about trends in performance is more difficult because data available is not necessarily comparable with that of previous years.

For a more detailed examination of our key performance indicators, please see **PK Performs**, where the latest available data is presented. Please note that not all data for 2020/21 is available yet, and **PK Performs** will be updated as data is published. Details are listed within each strategic objective.

Services have produced Service Joint Business Management and Improvement Plans and Annual Performance Reports. Service specific improvement areas and priorities have been identified and further details can be accessed [here](#).



Improvement Priorities 2021/22

Tackling Challenges and Delivering Improvement Priorities

We have engaged with our communities and local businesses to hear how we can develop the **Perth and Kinross Offer**. We will continue to strengthen our relationships with communities, businesses and partners, ensuring effective joint working which will allow us to fully deliver our ambitions and commitments for the Offer. As the key driver for our recovery and renewal approach, the Offer will ensure that we build on recent progress and work more closely with our communities to achieve considerable change in how services are created and delivered.

The vision for the Perth and Kinross Offer is:

“Working together so that everyone in Perth and Kinross can live life well”

We believe everyone has something to offer in their community and we want to help people to help each other; creating opportunities for young people; and designing how we work with you, and your community. We're only able to do that by listening to and building new relationships with our communities. By focussing our efforts and resources, we can make a positive

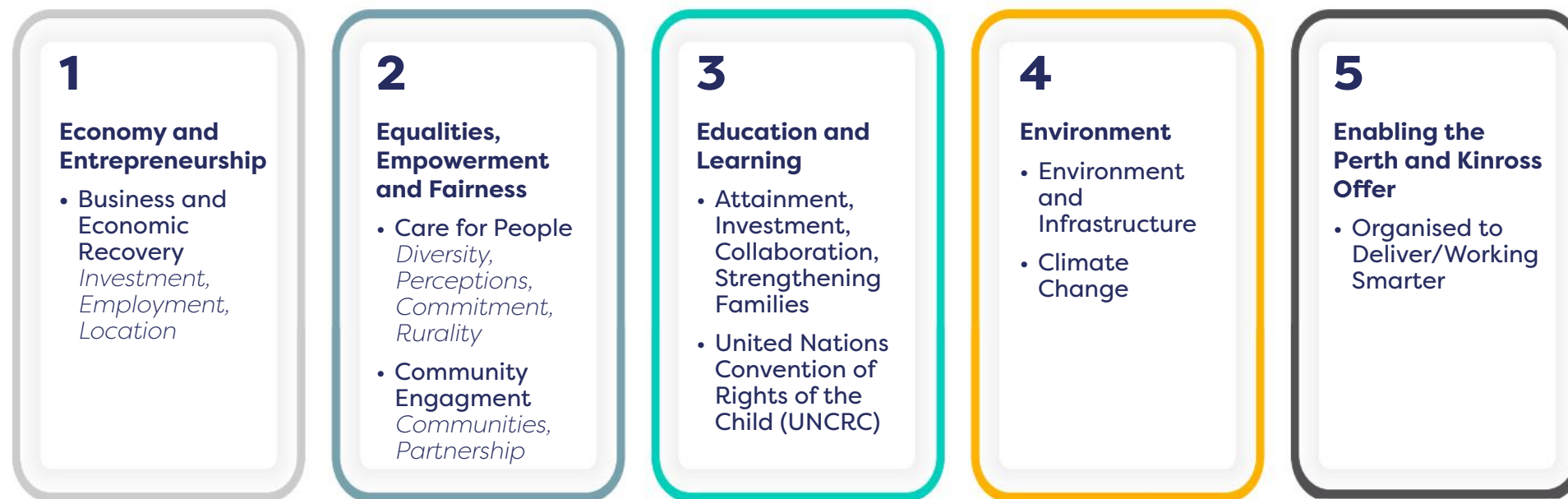
difference to people's lives and help everyone in Perth and Kinross to live life well.

If we all play our part, we can make Perth and Kinross an even better place to live. This could be as simple as helping with a neighbour's gardening or shopping; having a chat; volunteering, socialising and shopping locally. We are already seeing the Offer in action out in our communities and we will build on this good work, creating opportunities for people to get involved.

We want the **Perth and Kinross Offer** to make a difference where:

- ***people are at the heart of everything we do; they are happier, healthier and more resilient;***
- ***communities are empowered to make decisions with resources directed where they are most needed;***
- ***people's needs are met in better ways and working with us is easier;***
- ***our digital services are improved making accessing services and contacting us much simpler;***
- ***Perth and Kinross is a better, greener and fairer place to live, learn, work, play and visit.***

Key to this is the development of **five agreed workstreams** which will underpin the ethos of the Offer, tackling inequalities at the core.



Our priorities will focus on outcomes which have put the wellbeing of our people, place, economy and communities at their heart. The Offer will ensure this is achieved in a fair and sustainable way. To do this we will develop and refine our approach by working with our partners, businesses, communities and citizens, using tools such as the **Place Standard** and **20-minute neighbourhood** to help focus discussion and explore current issues and challenges faced by our communities. We will ensure that the United Nations Convention on the **Rights of the Child** (UNCRC), our commitment to realising the **Promise**

and closing the poverty-related attainment gap are threaded through all our work to support families and to improve outcomes for children and young people.

The development of the Offer will continue to evolve as we consult and engage with individuals, communities and businesses - listening to feedback, being responsive and working together. We have already developed some key activities to support the Offer.

Our Strategic Objectives



**Giving Every Child
The Best Start in
Life**



**Educated,
Responsible and
Informed Citizens**



**Prosperous,
Sustainable and
Inclusive Economy**



**Independent,
Healthy and Active
Lives**



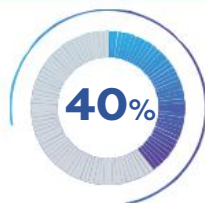
**Safe and
Sustainable
Places for Future
Generations**

Giving Every Child The Best Start in Life



Key Achievements

- Social Workers have continued to make face-to-face visits to our most vulnerable children, young people and families. This has ensured that between **95-100% of children** who were on the Child Protection Register were visited each week.
- A framework to support safe contact between children who were Looked-After and their families helped staff to ensure that families could remain in touch during lockdown.
- We delivered **1,200+ digital devices** to children and young people at risk of digital exclusion when learning from home.
- Our phased implementation of affordable and flexible childcare provides 1140 hours of childcare for **all 3 and 4 year olds**.
- We arranged the first ever **virtual recruitment process** for Children's Panel members across Tayside.
- For vulnerable children and those from homes where essential worker status required parents to work in person, we supported in-person learning.
- During the first lockdown: between **91 to 158 children** were accommodated in our learning hubs each day.



Across Perth and Kinross
40% fewer families
 with children presented as
 homeless compared to the
 previous year
 (2020/21 - 83,
 2019/20 - 139)



We ensured parents were
 able to feed their children
 at home by providing
 direct payments to
3,500 families
 whose children were
 unable to access free
 school meals



On 31 March 2021,
96% of Looked-After
 children and young people
 were accommodated
 in **Community
 Placements**

- In January 2021 as schools were closed again, all schools acted as hubs for children of key workers and for vulnerable children, providing care and learning for **1,500 children and young people**.
- We developed and rolled out an '**Attendance Framework**' with associated materials to support good practice in preventing absence from school, including emotionally based absence.



100% of eligible children can access the full **1140 hours** of Early Learning and Childcare



109 new young carer statements were completed during the year. As of March 2021, **229 of 350** registered young carers had a statement

Children Will Be Cared For and Supported to Learn in Nurturing Environments

While this year has presented many challenges, our staff have strived to continue delivering the day-to-day services so many rely on, as well as implementing a wide range of service changes and adaptations to ensure provision continued as much as possible. As circumstances allowed through each stage of the COVID-19 restrictions, we supported a phased and full-time return to Early Learning and Childcare, registered childcare and in-school learning. Although implementation to expand **Early Learning and Childcare (ELC) provision to 1140 hours for every child** was briefly disrupted due to the ongoing pressures of the pandemic, we continued to make good progress. As of February 2021, 100% of eligible children in Perth and Kinross were able to access the 1140 hours of ELC they are entitled to. Service improvements have also been undertaken this year, to ensure a high-quality learning environment with nurturing spaces and a range of age-appropriate experiences both indoors and outdoors. A new data tracking system was also piloted to further support children's learning and progression and this was shown to improve planning to meet children's needs. This will be implemented for widespread use in 2021/22. There is still work to do, by all partners, in supporting children and families experiencing deprivation, where one or more developmental milestones are not being met.

Following the national decision to close all schools from 20 March 2020, teachers adapted to provide online home learning support to pupils, parents, and carers with childcare

hubs established for vulnerable children and those of essential workers. Examples of our approach to Supporting Learning at Home are available in more detail [here](#). Throughout the first lockdown we delivered critical childcare for essential workers and vulnerable children through Children's Activity Centres. In January 2021, as schools were closed again, all schools acted as hubs for children of key workers and for vulnerable children. During the second lockdown, approaches to communication with parents were reviewed and adapted to improve daily contact, progress reporting and parent engagement sessions. As lockdown was eased, all operational requirements for the safe and successful reopening of schools and other establishments were met and we returned to full-time Early Learning and Childcare, registered childcare and education in schools.

Throughout the pandemic, there has been a co-ordinated approach to ensuring that those children and young people who are considered to be most vulnerable have been offered appropriate support either at home or in school-based services. A range of resources, both virtual and physical, have been provided to alleviate inequalities and disadvantage. This has been enhanced by the direct support being provided to young people in evenings and at weekends.

To help improve equity in learning, we enhanced support to young people in a range of ways including one-to-one tutoring by the **Volunteer Tutor Organisation** and **Perth & Kinross Association of Voluntary Service (PKAVS) Young Carers Hub**; mentoring provided by **MCR Pathways**, and through the PRAISE team which is dedicated to improving educational outcomes for children who are looked after at home.

Our Children and Young People Are Physically, Mentally and Emotionally Healthy

Our staff have continued to work hard to communicate with and support learners and parents/carers as they undertook both in-person and remote learning throughout the year. The Counselling in Schools programme was established for all schools as part of its Tayside-wide implementation, with a total of 130 young people supported so far across Perth and Kinross, through 757 individual sessions, delivered either in person, online or by phone.

During the second lockdown we produced monthly snapshots of remote learning and further information can be accessed through these links:

Snapshot of Remote Learning:

The Educational Psychology Service developed a series of videos and leaflets for parents, to support where children were anxious about attending school to reduce stress and encourage attendance.

PKC Schools Return August 2020

Our Children and Young People Who Experience Inequalities and Disadvantage Will Achieve Comparable Health, Wellbeing and Educational Outcomes

Work was undertaken to organise and support the mobilisation of partner organisations to provide food and essential items for children in vulnerable households. The establishment of the **Food Share Network** has been accelerated, leading to the development of key supply chain relationships and encouragement of partnership working. We are now increasing engagement with our community food organisations and have made use of virtual sessions to facilitate a workshop to explore the next steps for the **Food Share Network**.

During 2020/21, 83 families with children presented as homeless, representing a 40% reduction from 139 families in 2019/20. Focussed work with families at risk of homelessness alongside restrictions around evictions from the private and social-rented sectors enabled this positive outcome.

Through Home First we minimised the number of children living in temporary accommodation and continue to be one of the leading authorities in Scotland in this area. To support families to quickly move into their new homes, when retail shops were closed, we increased our **starter and furniture pack** by spending £50,000 providing essential goods.

Throughout the pandemic we co-ordinated and supported development of the **Child Poverty Action Plan** and the response to child poverty, working with partners to ensure that families received the necessary support and assistance. Our schools have taken steps to reduce the cost of the school day, seeking to ensure equity in terms of access to and participation in a range of activities that otherwise would not have been affordable for their families. We have maintained our housing rents as one of the lowest in Scotland and our communications campaign (Feeling the Pinch; Feeling the Strain; Feeling the Cold) ensured that families and frontline staff were aware of the wide range of local support available.

We have commissioned the **Scottish Poverty and Research Inequality Unit** to work with people with lived-experience of poverty to develop a Children's Scorecard which will articulate and measure the reach and effectiveness of the **Perth and Kinross Offer** for children and families affected by poverty. This will provide a baseline for the measurement of place-based multidisciplinary approaches to addressing poverty which are delivered through the Community Planning and Locality Planning process.

Our **Corporate Parenting Plan** outlines our commitment to ensuring that all looked-after children and young people benefit from stable and nurturing care within their own extended families wherever possible, or within high-quality family-based care in their own communities. Children and young people have been more settled in placements without some of the pressures of daily life, within a nurturing environment. Increased support has been available on a flexible and adaptable basis, including

garden visits and outside meetings. Young people facing a greater risk of isolation, such as those living independently, have been provided with increased contact, often meeting outside, to help support their emotional wellbeing and mental health.

Despite the challenges of COVID-19, Family Group Decision-Making (FGDM) Co-ordinators have continued to deliver the service, helping families create a plan to help and support their young people. This is enhancing our aim to ensure that children who cannot continue to live with their birth parent are able to stay within their own extended families. High levels of individualised support for kinship carers was provided over the last year. A creative and adaptive approach involving learning new skills and using technology ensured positive outcomes were still achieved, with staff engaging with and supporting families to come together using video platforms such as Microsoft Teams and Google Duo. Initial feedback from both professionals and family members has been extremely positive. We have worked in partnership with the third sector to provide digital access and ensure equity for young carers and other young people who may be at risk of being left behind digitally.

Throughout the pandemic, there has been a co-ordinated approach to ensuring that those children and young people who are considered to be most vulnerable have been offered appropriate support either at home or in school-based services. A range of resources, both virtual and physical, have been provided to alleviate inequalities and disadvantage. The **Young Carers Statement** (YCS) is an individual assessment of need to determine if support is required and at what level, and as of March 2021, 229 of 350 registered young carers had

a statement. Throughout the year, 109 new statements were completed, some as new referrals and some the outcome of reviews.

Our Children and Young People Will Be Safe and Protected from Harm At Home, School and in The Community

Services for Children, Young People & Families continued essential services for children and families, with a focus on those at risk of abuse and on the edges of care, and additional resources were used to prioritise preventative work. Social Workers adapted their ways of working to ensure that these children were seen face-to-face during lockdown and between 95-100% of children were visited each week.

There were 77 children and young people on the Child Protection Register at 31 March 2021. Of the 77 children and young people, 16 (21%) have been on the Register for over 12 months. This is an increase on the percentage last year (12%). Large family groups and the impact of COVID-19 has meant that it was safer to support these children and families via a multi-agency Child Protection Plan for longer as many supportive and protective services operated at a reduced level. Our staff adapted quickly to using new technology to ensure that statutory social work functions, such as Looked-After Reviews and Child Protection meetings continued uninterrupted. They also ensured that the children, young people and families most at risk were prioritised, supported and cared for.

The Getting it Right...Keeping Your Child Safe event was designed and delivered to support parents, carers and professionals and provide them with advice from nationally recognised experts around a variety of topics relating to online safety, digital resilience and cyber security. This year the annual seminar was successfully moved online to overcome the national lockdown restrictions, attracting approximately 600 attendees. The event was well-received and has been nationally recognised, with the 2020 event nominated for and winning the Scottish Business Resilience Centre Outstanding Cyber Community Event 2021.

Staff from across our services have been offered the opportunity to participate in The Marie Collins Foundation '**CLICK: Path to Protection**' training, a programme of professional development and specialist training for those working with children and young people harmed, or at risk of harm, through the internet and related offline abuse. The programme supports professionals to understand their individual role and those of colleagues in other related organisations.

2020/21 Key Performance Indicators

Performance against our key performance indicators is available in **PK Performs** our online performance dashboard.

- *Percentage of children meeting expected developmental milestones when entering primary school*
- *Percentage of registrations to the Child Protection Register that are re-registrations within 18 months*
- *Percentage of children being looked after in community placements rather than residential placements*
- *Percentage of looked-after school-leavers attaining Literacy and Numeracy at SCQF Level 4*

Active Schools participation rates was not collected in 2020/21 due to COVID-19. This indicator will be updated for the 2021/22 session.

Educated, Responsible and Informed Citizens



Key Achievements

- We **developed and implemented plans to support home learning** and support a shift to digital learning approaches.
- We delivered year 3 of the **Gaelic Language Plan**. This included engaging with **124 adult learners** through 11 adult learning classes, **provision of 4 Gaelic Playgroup Sessions** weekly, and hosting **21 Gaelic Bookbug Sessions**, the early years book programme, and 6 events celebrating Gaelic language and culture.
- We **implemented** the **Alternative Certification Model for Scottish Qualification Authority** qualifications, using a well-considered and planned approach and a robust quality assurance process.
- Our students' educational attainment was generally good and **steadily improved** in line with Scotland. Challenges remain in narrowing poverty-related gaps, which is a key priority of our **Raising Attainment Strategy**.
- Overall, the average tariff points have remained relatively steady and are **generally higher** than the authority's virtual comparator.



Our national education satisfaction rating is **above the Scottish Average**

2020:

PKC - 75%
Scottish Average - 72%

10 adults achieved their College Connect Certificate

57 community learners completed their College Certificate in Literacies

15 learners received an SQA accreditation across a variety of disciplines



£240K was secured for the Futures for Families programme

- A bid for **Education Recovery** funding was successful, enabling a range of organisations to **provide additional support** to children and young people during evenings and weekends.
- We ensured adult learning continued during the pandemic by introducing an **accredited online programme** supporting people into employment, education and training with 110 adults enrolled.
- We **completed the implementation** phase of the **Highland Perthshire Learning Partnership** between Pitlochry High School, Breadalbane Academy and Perth College (UHI).
- We established a **Virtual Campus**, **extending the range of subjects** that can be studied by young people from different schools.



High-Quality Learning For All

The restriction placed upon in-person teaching, and the promotion of homeworking, highlighted the need for us to develop a suite of digital tools and resources for schools and teachers. Our online Closing the Gap planning tool was developed and piloted by a small group of primary and secondary schools. This online tool helps schools to carefully plan and track the progress being made over the course of the year and we have set up arrangements between schools to share good practice and support materials. Schools are also being encouraged to take part in 'snapshot' case studies to promote the success of interventions and to highlight raising attainment and closing the poverty-related attainment gap.

Nationally, due to the introduction of home learning, examinations were cancelled for all secondary students in Scotland. Overall, our average tariff points have remained relatively steady and are generally higher than the authority's virtual comparator. Attendance in secondary has also remained steady, although primary attendance has fallen slightly across recent years.

Scottish Government funded **Developing the Young Workforce (DYW)** Co-ordinators are now in place in all schools and jointly managed by the DYW Board and staff to achieve joint Key Performance Indicators

In February, Inspectors visited Fairview Special School, which caters for children between the ages of three and 18 and identified many strengths. The school was rated very good for raising attainment and achievement and good for learning,

teaching and assessment. The inspection team found the school's senior leadership team and staff have created a caring, supportive school and nursery where children are happy and enthusiastic about their learning. The full report can be found [here](#).

Support Our Citizens to Find and Sustain Employment

A co-ordinated response to the **Young Person's Guarantee** was put in place with a range of stakeholders involved including Skills Development Scotland; DYW Board; Perth College (UHI). This programme encourages employers to recruit young people (aged 16-24) into sustainable employment, such as Modern Apprenticeships, providing employers with a financial contribution to offset the additional costs of recruiting and sustaining a person in employment. This payment is dynamic in its approach and can be utilised in a number of ways, including costs such as additional supervision, training, travel to work or wages.

During lockdown all face-to-face adult literacy services were interrupted, and this impacted on some of our most vulnerable people in need of learning support to gain new skills and increase their employment chances. With our support, groups, such as **Churches Action for The Homeless**, were able to host online sessions for cooking, quizzes and taster courses. NHS Tayside and Perth College continued to support learners. Through online learning, partners were able to deliver courses which boosted people's confidence, employability skills and kept people connected in a time when learners were at risk of feeling isolated.

Enable Communities to Participate

We are now working with partners, communities and people who use services to develop our latest **Community Learning and Development (CLD) Plan**. CLD supports people and communities to engage in learning, personal development, and active citizenship. The plan will set out the Council's and our partner's commitments to deliver capacity building and literacy services which improve people's lives and tackle inequality. The plan will align with the **Perth and Kinross Offer**, especially around education, empowerment and fairness.

Across 2020/21, 47 young people left **Activity Agreements**; working with a key worker to gain skills and confidence and prepare for employment, training, education and/or volunteering, with 40 going onto positive destinations. COVID-19 has limited the opportunity for young people to engage in 16+ activities and opportunities for employment have been limited due to the impact on recruitment, particularly in the hospitality and retail industries. In addition, some support agencies had to furlough staff, which had an impact on provision. To address these challenges, provision has been moved predominantly online. While this has been a positive for some young people, others have benefited from this adjustment less so than their peers.

The participation measure reports on the activity of the wider 16-19 year old cohort, including those at school. We are performing above the national average (92%) and we are doing so in every individual age group as well as overall. Due to the national lockdowns, there was reduced opportunity for **Duke of Edinburgh** participants to complete their expedition section

Case Study

To understand the needs of parents in the rurally isolated area of Crieff, we carried out a parent consultation within two local primary schools. Forty-two families shared their views and identified things they'd like to learn more about, such as healthy eating, understanding and coping with children's behaviour, CPR and First Aid with children.

An initial coffee, chat and crafting class with crèche was set up in St Dominic's Primary School for parents. From there the team continued to support parents in identifying their interests or difficulties and planned a programme of learning activities. The group has been running successfully for three years now and many of the benefits could not have been predicted at the start of the project, but they include:

- *CV building and support with interview skills and techniques;*
- *supporting a struggling parent into volunteering which hopefully will lead to paid employment;*
- *making links with LEAD Scotland who support learning computing skills in people's homes.*

Quote from participant:

"Attending the parenting group helped me get support writing a CV, applying for jobs and preparing for my interviews"

which has impacted on the numbers being able to complete the full award. As a result, the introduction of a certificate of achievement was implemented recognising participants' commitment to completing three sections of the award. Over the past quarter, 107 young people have been registered to undertake awards supported by partners across Perth and Kinross. We have also used lockdown as an opportunity to deliver more training to partners for future award delivery.

The Adult Literacies Partnership, comprising of Churches Action for The Homeless (CATH), Perth College, Murray Royal Hospital, PUSH and HMP Perth, delivered 1,295 sessions with 2,859 attendances, offering a range of informal and accredited learning, relevant to the needs of individuals. As well as being the main users of interpreting and translation support within the Council, the Housing and Welfare Rights teams provide services which place equalities firmly at the heart of their work. The Housing team include specific equalities indicators within the Annual Scottish Social Housing Charter submission, evidenced by services such as:

- *a digital inclusion service for tenants;*
- *a self-assessment of the Gypsy/Traveller Minimum Site Standards and the full delivery of an associated Improvement Action Plan;*
- *the continued overview of the Syrian Refugee Integration Programme (Home Office Resettlement Scheme), with support delivered by the Scottish Refugee Council; and*
- *Welfare Rights continuing to make a range of their information publicly available.*

The **Community Investment Fund** was established in February 2018 to provide funding for community-led projects across Perth and Kinross. While a spend of £300,000 had been approved for 2020/21, lockdown restrictions meant that this was not possible. To address this, we have agreed to carry the money over into the following year and a total of £600,000 is to be available to spend across the coming year. Each ward will receive £25,000 with another £300,000 split between them on a per capita basis.

Continued active engagement with partners delivers community benefits in the form of training, employability skills and work placements as a dividend of the Council's capital investment programme.

- *An Elev8 Training Grant will be available through the Futures for Families programme to enable parents to progress in the workplace to more skilled, better paid jobs.*
- *We will provide clients who need them with access to digital devices to enable them to participate in our programmes.*
- *200 parents will complete the Skills Academy programme by 2022 and on graduation will be given help with finding a job by our Employer Engagement Service which provides a job-matching service.*
- *NHS Tayside volunteers will act as digital champions and will be given the opportunity to complete a free SCQF Level 4 in Digital Inclusion Support.*

2020/21 Key Performance Indicators

Performance against our key performance indicators is available in **PK Performs** our online performance dashboard.

- *Proportion of school-leavers attaining Literacy and Numeracy at SCQF Level 4*
- *Overall average total tariff*
- *Average educational tariff score for pupils within deprivation areas (SIMD Deciles 1 & 2)*
- *Proportion of school-leavers achieving 5 or more SQA subjects at SCQF Level 5*
- *Proportion of school-leavers achieving 5 or more SQA subjects at SCQF Level 6*
- *Proportion of school-leavers living in the 20% most deprived areas achieving 5 or more SQA subjects at SCQF Level 5*
- *Proportion of school-leavers living in the 20% most deprived areas achieving 5 or more SQA subjects at SCQF Level 6*
- *School attendance rates - Primary*
- *School attendance rates - Secondary*
- *School exclusion rates (per 1,000 pupils) - Primary*
- *School exclusion rates (per 1,000 pupils) - Secondary*

- *Number of young people gaining achievement awards*
- *Percentage of school-leavers moving onto positive and sustained destinations*
- *Number of adult learners supported to achieve their outcomes*
- *Participation measure for 16-19 year olds*

Percentage of pupils (P1, P4 & P7 combined) achieving expected levels in **Literacy** was not collected in 2019/20 due to COVID-19.

Percentage of pupils (P1, P4 & P7 combined) achieving expected levels in **Numeracy** was not collected in 2019/20 due to COVID-19.



Prosperous, Sustainable and Inclusive Economy



Key Achievements

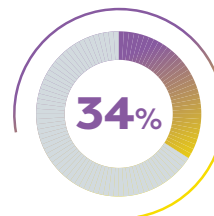
- We established and **co-ordinated a Business Task Force** comprising the Council, the Perthshire Chamber of Commerce, Growbiz, the Business Gateway, Federation of Small Businesses, Perthshire Tourism Partnership, and the Perth Traders Association to support recovery of the local economy.
- We provided **tailored employability support** to individuals made redundant to support them to find new jobs.
- We **developed the Economic Wellbeing Plan** based on a programme of actions under the three main headings of support for People, Business and Place and established groups to take forward projects and actions, and to monitor impact.
- We **provided guidance** to premises licence holders about the opening up of outdoor drinking areas and dealt with the many occasional licences being submitted to permit these.



We provided **£1.1M** worth of Free School Meals



We have paid out more than **£56m** to support over 6,200 local businesses in Perth and Kinross



At the peak of the furlough scheme in August 2020, the **take-up rate was 34%** in Perth and Kinross, amongst the highest in Scotland



We had the **7th lowest** Claimant Count rate in Scotland

- The **Creative Exchange**, an innovative project that transformed a former Perth through-school into a hub for artists and creative businesses, was awarded **Regeneration Project of the Year** by the Scottish Property Awards.
- We were **successful in our bid** to move the Stone of Destiny to Perth as part of the new **City Hall Museum** project, which will significantly boost tourism and the local economy.
- The **Transformation of St Paul's Church** was completed in April 2021.
- We ensured online and **Click and Collect library services** were maintained during lockdown, and focused on supporting isolated and vulnerable people and communities.



We published a regular Business Bulletin which is circulated to over **1,000 local businesses**



Secured **£10M** from the Tay Cities Deal to enable the new City Hall museum project to go ahead



Our cultural Trusts secured around **£1.5M** in emergency COVID-19 funding support

Support the Local Economy

Much of our focus throughout 2020/21 was in supporting our local businesses through COVID-19 restrictions. The impact of the pandemic and lockdown is clear, in December 2020, Perth City footfall, a key indicator for understanding economic activity in our main city centre, was down 19.4% upon the previous year. However, we are performing above the national average in this indicator.

To address these challenges, we have been working with a number of partners, both nationally and locally to support our local economy. We effectively administered a number of government support schemes which have, so far, been effective in preventing a substantial rise in unemployment. Accordingly, the cumulative number of people furloughed in Perth and Kinross was approximately 40% of the eligible population. As of May 2021, 13.5% of our workforce were furloughed, the 3rd highest rate in Scotland. The higher reliance on the Job Retention Scheme is primarily due to the level of exposure we have to the current crisis in terms of our local tourism, hospitality and retail dominant economy.

There has been pressure on the workforce with regards to retaining jobs across Perth and Kinross. The Jobseeker's Allowance Claimant Count reached 4.6% as of March 2021. While this rate is still more than double the pre-pandemic level, it was the lowest it has been in 13 months, 0.8 percentage points below the peak of 5.0% seen in July and August 2020. However, when compared to other local authorities, we have the 7th lowest Claimant Count rate in Scotland.

We regularly monitor our local economic indicators, and over 1,000 local businesses responded to our **Business Barometer survey in May 2020**. Of these businesses, 80% reported a loss of income due to the pandemic. This is reflected in the numbers of business owners who accessed available support schemes, including the 6,200 local businesses (63%) who accessed the Small Business Support Grant that we administered on behalf of the Scottish Government.

We have supported **Growbiz** to provide much-needed support to affected small businesses, social enterprises and the self-employed using online one-to-one advisory services, peer-to-peer and mentoring networks. In addition, we worked in partnership with **Business Gateway** to ensure steps were taken to enable operations to continue, despite the added challenges of COVID-19. The Business Gateway boosted its Survive and Thrive scheme providing in-depth support to businesses facing significant challenges. All other Business Gateway products have also been reviewed to offer an online/phone service with series of targeted webinars.

Our **Skills & Employment Initiatives Team** continued to assist parents and young people, supporting them to become job-ready through training and skills development and securing employment through job-matching and job-finding services. The team provide residents with a frontline service where experienced and highly skilled key workers use their extensive knowledge of the local jobs market to work closely with clients and employers. As of last year, £240K was secured for the **Futures for Families** programme to help parents into work. Two Skills Academies in Construction and Hospitality were launched

to help unemployed residents with multiple barriers gain valuable skills and accreditations. In addition, 47 sustainable, good-quality new jobs were created for rural residents, providing at least 25 hours work each week for a minimum of one year. As we move forward, we will also look to incentivise participating employers to pay the Living Wage.

In March 2021, the Council approved the **Economic Wellbeing Plan** following consultation with the local business community, wider community and other relevant organisations. The **Economic Wellbeing Plan** outlines the Business Task Force's recommended way forward principally based on a programme of actions under the 3 main headings of support for People, Business and Place. Sub-groups have been established to take forward projects and actions, and to monitor impact.

Deliver Investment to the Tay Cities Region and Transform Our Cultural Offer

Our **Local Development Plan** sets out our policies and proposals designed to ensure our area continues to be an attractive place to live and has a good supply of housing and employment land. **The Tay Cities Deal**, which aims to bring significant investment to the Tayside and Fife area over the next decade, was signed in December 2020. The Deal pledges £300M and will help to lever a further £400M of investment for the area. If every project and programme set out in the Deal is funded and delivered, over 6,000 job opportunities could be created across tourism, food and drink, creative industries, eco innovation, digital, decommissioning, engineering, biomedical, forensic science, health and care.

£10M funding from the Deal, along with Council capital funding, enabled the new **City Hall Museum** to start on-site in February 2021. This is already bolstering local confidence in the programme and will see a number of new construction jobs created, as well as a projected 160,000 additional visitors to Perth once complete in 2024.

St Paul's Church has undergone a stunning transformation into a unique, outdoor space. Work is now complete after we took action to secure the building from disrepair in 2017. The £2.2M project has seen the restoration of historic features and the open-air venue will be capable of hosting public events, with the space suitable for everything from concerts and performances to markets.

2020/21 Key Performance Indicators

Performance against our key performance indicators is available in **PK Performs** our online performance dashboard.

- *Economic impact of events supported by the Council*
- *Percentage of Scottish average monthly earnings*
- *Percentage of working-age population unemployed (based on Jobseeker's Allowance claimant count)*
- *Number of new businesses started up with the support from Business Gateway*
- *Percentage of vacant retail units in Perth City Centre*
- *Number of unemployed people assisted into work annually as a result of Council-funded employability and skills programmes*
- *Area of available Serviced Business Land*
- *Percentage of residents satisfied with local libraries*
- *Number of library visits, in person and online*
- *Percentage of residents satisfied with local museums and galleries*
- *Number of visits to museums that are funded, or part-funded, by the Council*



Independent, Healthy and Active Lives



Key Achievements

- We developed and worked collaboratively on the community support response including **food distribution and welfare support** for those in the greatest need.
- We supported the re-purposing of key leisure venues as emergency coronavirus response hubs for delivering over **5,000 food parcels** in partnership with local volunteers.
- We supported the set-up and operation of Community Vaccination Centres in Perth, Pitlochry and Blairgowrie which, together with GP practices, has delivered over **185,000 vaccinations**.
- We provided the **front-line contact centre service** for public enquiries on COVID-19, shielding, self-isolation, test and protect, food and pharmacy referrals to partners.
- Prior to Winter 2020, we worked with local food banks and larders to ensure they had **sufficient stock, equipment and volunteers** to continue operating in the event of a full local or national lockdown.
- We supported our partner organisation across Perth and Kinross in organising the **Carers Connect Online Event**, connecting with over 80 Carers and delivering interactive workshops to improve wellbeing and resilience.



We investigated 100% of all communicable diseases **within 24 hours** and responded to 88% of high-level COVID-19 restriction violations within 24 hours



We carried out over **7,500 welfare calls** to ensure vulnerable people had food, medicine and human contact through lockdown

- We continued to **support vulnerable adults virtually and with face-to-face** visits when possible and when required.
- We provided over **170 devices** and identified **13 digital champions** across our localities to support tenants to become digitally included.
- **Live Active Leisure** delivered **150 online physical activity sessions** during lockdown.
- Our Service User Review and Evaluation Team (SURE) **won a National Participation Award** from the Tenant Participation Advisory Service for their work.
- **Housing completions** across the affordable and private sectors are the highest recorded since 2008 meaning the 5-year housing target by 2021 has been reached a year earlier than anticipated.



supported to address a range of issues including poverty, mental and physical wellbeing and social isolation



*A total of **683 tenants** received a payment from the Tenancy Sustainment Fund amounting to just under £293,000*

Independent, Healthy and Active Lives

The Council's Adult Social Work and Social Care services are delegated to the Perth and Kinross Integrated Joint Board and managed by the Health and Social Care Partnership (HSCP). There is a statutory requirement for the HSCP to produce an Annual Performance Report and this is reported to the Audit and Performance Committee of the IJB available [here](#). This report highlights progress against the strategic ambition of the IJB to improve and transform how health and social care is planned, delivered and experienced across Perth and Kinross. It reports on performance which relate to Council statutory functions in relation to social work and social care and in particular:

- *support for unpaid carers;*
- *complex care;*
- *adult support and protection;*
- *social care – care homes, care at home, day services; and*
- *commissioned services.*

The relevant national indicators are NI 02; NI 03; NI 04; NI 05; NI 07; NI 08; NI 09; NI 15; NI 17; NI 18 and NI 19.

Reduce Inequalities and Ensure Citizens Have Access to Financial Support

Our staff play a central role in supporting people to live life well, whatever their circumstances. Every day, we work closely with our partners, tenants and residents to enable people to remain in their homes, preventing homelessness and ensuring housing needs are identified and met. We carried out over 7,500 welfare telephone calls to ensure vulnerable members of our communities had food, medicine, and human contact through lockdown. We also assisted in the running of local food banks and helped to co-ordinate on-the-ground responses to community outbreaks, making sure that no one who was self-isolating went without the food and support they needed.

The **Welfare Rights Team** and **Perth Citizen's Advice Bureau** work together to ensure that the residents of Perth and Kinross have access to advice and information about their welfare benefit entitlements, representation at benefit appeal tribunals and money. We helped 5,148 people with benefits enquiries, including 2,804 people with complex cases. In addition, financial inclusion support continued across midwifery and health visiting services across Tayside to ensure all pregnant women and new mothers accessed benefits and money advice if they needed it.

Working with **Connecting Scotland**, we secured more than 170 devices and identified 13 digital champions to support tenants to become digitally included. For the first time, our **Summer Annual Tenant Conference** took place digitally; we supported tenants to sign up and become digitally included to attend this

event. Our campaigns such as **Feeling the Pinch**, an increase in the **Tenancy Sustainment Fund** and our targeted support to tenants facing financial hardship ensured that tenants' incomes were maximised wherever possible and they had the support and information when it was needed. We have invested in new software to support staff with a more targeted approach to rent arrears management and anticipate that the combined use of this software, along with a review of procedures will result in a reduction in rent arrears in 2021/2022.

Deliver a Pro-Active Approach to Tenancy Sustainment and Housing Needs

During 2020/21, we doubled the budget for the **Tenancy Sustainment Fund**, and reviewed the criteria to reflect the experience of our tenants during the pandemic. This included a 20% payment towards rent for tenants who had been furloughed and a one-off payment for those moving onto Universal Credit for the first time, to cover the 4-5 week assessment period. A total of 683 tenants received a payment from the Fund during 2020/21, with the year-end financial support amounting to just under £293,000.

We continued to provide housing advice and assistance to people in urgent housing need. **Home First** is a comprehensive approach to addressing homelessness by focussing on prevention, rapid rehousing, and tenancy sustainment. This proactive approach of identifying households at risk of homelessness (many of whom faced great uncertainty following the outbreak of COVID-19) has meant that fewer Perth and Kinross residents faced homelessness than the Scottish average over 2020/21.

Tenancy Sustainment Fund

2020/21 Key Performance Indicators

Performance against our key performance indicators is available in **PK Performs** our online performance dashboard.

- *Percentage of properties meeting the Energy Efficient Standard for Social Housing*
- *Percentage of tenants satisfied with the overall service provided*
- *Percentage of residents satisfied with leisure facilities*
- *Number of attendances to pools, indoor and outdoor sport and leisure facilities*
- *Percentage of tenants satisfied with opportunities given to them to participate in the landlord's decision-making*
- *Total number of households who have presented to the Council as homeless*
- *Number of applicants assessed as homeless*
- *Percentage of allocations to homeless households in permanent settled accommodation*
- *Percentage of adults supported at home who agreed that they are supported to live as independently as possible*
- *Percentage of people aged 18 and over with intensive social care needs who received care at home*

- *Number of days people aged 75+ spend in hospital when they are ready to be discharged per 1,000 population*
- *Proportion of the last 6 months of life spent at home or in a community setting*
- *Readmissions to hospital within 28 days of discharge per 1,000 admissions*
- *Percentage of carers who feel supported to continue in their caring role*

Percentage of households in fuel poverty
not yet available for 2020/21.



Safe and Sustainable Places for Future Generations



Key Achievements

- We **completed 85%** of all Greenspace projects planned for the financial year of 2020/21 and **100% of projects involved community engagement.**
- The value of our outdoor areas and play areas have never been more important, during a year where meeting up outdoors was often the only option for our children, enabling them to meet up and socialise and play safely. Our Community Greenspace Team ensured the provision and **maintenance of 149** high-quality play parks,

paths, and open spaces, along with a range of activity programmes and educational events that encourage family activity and sport regardless of their background, gender, age, or ability.

- We were successful in securing funding from the Scottish Government's **Rural Tourism Infrastructure Fund** to **improve infrastructure and facilities** in tourist hotspots.
- Despite the impact of the COVID-19 pandemic, the number of communities with community resilience plans **increased to 35** during 2020/21.



We diverted
248 tonnes of
material from landfill to
reuse



93% of all faults
on the traffic network
were rectified within
the target time which
is an improvement from
the previous year's
performance by 11%



Local Action Partnerships
allocated over
£150,000 in grants
to community groups
responding to the
hardships people faced
during lockdown

- We strengthened public protection arrangements to ensure that partners were able to work together to **identify and manage new risks** associated with COVID-19 restrictions.
- **361 out of 368** Criminal Justice Social Work reports were submitted to court by 12.00 noon the day before the case was due to be heard.
- We agreed the **Community Asset Transfer** of the former Outdoor Centre at Kinloch Rannoch to Rannoch Community Trust. This is the **first time that PKC has transferred an asset** to a community group under the Community Asset Transfer provisions of the **Community Empowerment (Scotland) Act**.



£600,000 of works funded from the Cycling, Walking and Safer Routes grant



During the period of lockdown **over 1,000 people** registered as volunteers with Perth & Kinross Council

Preserve, Protect and Sustain the Local Area

The **Perth City Plan** reflects the City Development Board's aspiration to be bolder and aim higher than ever before. Focusing on the themes of economic development and placemaking, the Plan embodies the aims and objectives of a wide range of partners. The plan aims to guide Perth through the implementation of digital and environmental technologies and the introduction of next generation concepts in a way that both preserves and enhances the things we most love about the city. As part of this Plan, we have adopted **Placemaking Supplementary Guidance**.

The **Cross Tay Link Road Scheme** received planning approval by the Planning & Development Management Committee in October 2020. The scheme is of significant strategic importance and will now bring many key benefits to the area by:

- *delivering improved local and regional access in and around Perth;*
- *enabling economic growth by releasing strategic development sites for housing and employment;*
- *reducing traffic congestion pressure in and around Perth;*
- *freeing up capacity to improve and promote sustainable travel options in line with the Perth City Plan;*
- *contributing towards meeting the objectives of the Air Quality Management Area.*

Our outstanding natural landscapes, and the high quality of our urban environment, play an important role in supporting economic growth, improving health and wellbeing, and providing us with a strong sense of identity, while being a principal reason why so many people choose to visit, live and work in Perth and Kinross. During 2020/21, we recognised there was a balance to achieve between ensuring visitors have open access to enjoy the countryside and in implementing some of the restrictions requested by residents to minimise the insensitive behaviour of a very small minority of visitors. We took a multi-agency approach, supporting a task force, including Community Wardens, Scottish Fire and Rescue Service, Police Scotland, Forestry and Land Scotland and Countryside Rangers, to empower communities to address issues in their local area. We also prepared regular bulletins to keep local communities fully informed of the work undertaken by the Visitor Management task force. Finally, a trial project was conducted at Clunie Loch, with signage installed to convey messages promoting responsible camping and lessen the disruption felt by our rural communities.

Responding to the climate change agenda is a key priority and challenge for all local authorities. We lead the delivery at local level on policy and targets as outlined in national Climate Change, Energy, Waste and Fuel Poverty strategies. We established a new Climate Change and Sustainable Development Team and work is currently underway to develop a new Climate Change Strategy for Perth and Kinross. The strategy will set out our plans and actions to lower our carbon usage, reduce our costs, and meet our obligations on upcoming regulatory requirements. We will also establish the Perth

and Kinross Climate Change Commission to provide scrutiny and oversight to Perth and Kinross's Climate Change Plan and to help champion and connect with our businesses and communities, and serve as an enabler to accelerate ambitious climate action.

Our Waste Services teams maintained full kerbside waste and recycling services to all domestic households and commercial customers throughout the pandemic. Our dedicated staff ensured that over 100,000 weekly scheduled uplifts were completed each week.

We diverted 248 tonnes of material from landfill to reuse. However, the temporary closure of many recycling and waste processing facilities throughout Perth and Kinross, impacted on community cleanliness and fly-tipping emerged as an environmental concern. To address this, a COVID-19 **Fly-Tipping Fund** was established to support private landowners with prevention and clear-up activities.

Despite the impact of COVID-19, which closed down the building industry during the first quarter of 2020/21, there were still 246 new-build completions during the year. This includes a development of 70 brand new Council homes for affordable rent in Perth. The £9.2m development at **Huntingtower Park** is the largest development of new Council homes since we restarted our housebuilding programme in 2012. These additional homes have enabled us to meet the housing needs of many households in the area and, through the use of vacancy chains, ensure that we are making best use of our existing stock to meet multiple needs.

Be Responsive to the Transportation Needs of Our Local Communities

We took action to assist our local workers to attend work as normal despite reductions in public transport provision during the pandemic. The Council's Public Transport Unit, in partnership with existing taxi and bus contract operators, responded to community needs and worked together to ensure more than 70 key workers attended their workplaces, many of which were in rural areas.

In particular, support was provided to care home staff around Perth and Kinross who have a vital role looking after our most vulnerable residents. Additional help was also provided with transport to medical appointments, and taxi firms were tasked with the delivery of food and medicine in rural areas.

We worked with our communities to identify locations where road safety improvements, such as road re-design, road crossings and vehicle activated signs, are required. We lead the design and installation of these solutions to support the continued safety of road users and pedestrians.

Continued investment in the road network, targeting repairs at the right time, resurfacing and surface dressing delivered further improvements to the condition of our roads.

As part of the **Spaces for People** funding we installed various temporary measures throughout Perth and Kinross. These included:

- **20mph and 40mph speed limits in 44 towns and villages across Perth and Kinross where there was the highest density of pedestrian and vehicular activity, and where there were limited, or no footways, and pedestrians may therefore choose to walk on the road to ensure physical distancing;**
- **School Exclusion Zones in eight areas to improve road safety, encourage children to use more active travel and to assist with physical distancing;**
- **additional cycle parking throughout Perth and Kinross to encourage cycling. The majority were provided in Perth City Centre and the main burgh towns;**
- **“Green Routes” in three rural areas to encourage walking and cycling in areas where vulnerable road users were regularly using the road network. In these areas the speed limit was reduced to 30mph and 40mph where appropriate along the routes and “Cycling and Walking Friendly Route” signs were installed;**
- **two Toucan crossings in Perth City Centre to assist pedestrians and cyclists to cross two major city centre roads safely.**
- **a number of rural clearways, to prevent obstructive parking around local beauty spots and address road safety concerns that were being experienced during the COVID-19 pandemic. These were predominantly in Highland Perthshire.**

In addition, as part of road safety initiatives funding, we installed 19 vehicle activated speed warning signs, and a further three vehicle-activated warning signs at junctions, to mitigate road safety concerns. A further 88 requests have been received for vehicle-activated signs and these are in the process of being investigated and considered.

Volunteering

During the COVID-19 pandemic we recruited over 1,000 residents as volunteers to help support local communities. We developed an online portal for volunteer registration, mapping these against a Geographic Information Database so volunteers could be linked with activity in their local area. We produced a volunteer handbook with advice on handling cash, child and adult protection and adhering to lockdown rules during the COVID-19 pandemic.

We supported a wide range of community groups to provide services and goods for those in need. These included delivering resources for children, emergency food parcels and hot meals, setting up community fridges/larders and give-and-take boxes, and providing essential transport and digital support to help people get connected. We also worked alongside third sector groups to help build their skills and capacity, recruit volunteers and provide advice and guidance on issues such as child protection at the same time as supporting the most vulnerable children, young people, adults and families

The COVID-19 pandemic demonstrated the ability of local groups to organise themselves to support the most vulnerable

people in their communities and the willingness of people to volunteer informally to support the emergency response. We hope to maximise on the opportunities, and develop new ways of working, based on the successes realised in working with individuals and communities in this way, in line with the ethos of delivering the **Perth and Kinross Offer**.

Support Public Safety and Resilience

The number of communities with community resilience plans increased to 35 during 2020/21. The aim of these plans is to prepare for localised incidents and emergencies, working to identify potential risks and produce solutions to either prevent or mitigate the impact of any incident on their local communities.

Across 2020/21, 98% of **Criminal Justice Social Work Reports** (CJSWR) were submitted to court on time. The number of reports required by the Court reduced by 49% when compared with the previous year, while the number of new **Community Payback Orders** reduced to 142, a decrease of 59% compared with the previous year. These reductions were both influenced by the closure of Perth Sheriff Court during the initial stages of the pandemic, as well as the suspension of a significant amount of court business nationally. The proportion of prisoners receiving a social work induction within 5 days of allocation and Statutory case closures has also remained positive across 2020/21.

We also continue to work in close partnership with Women's Aid. Our staff are active participants in the **Violence Against Women Partnership** and we have leased several properties to **Perthshire Women's Aid** for use as refuge accommodation.

We were the second Scottish local authority to sign-up to the 'Make a Stand' Pledge, an initiative developed by the Chartered Institute of Housing in partnership with Women's Aid and the Domestic Abuse Housing Alliance. By signing up to the **Pledge**, we hope to highlight our commitment to preventing homelessness arising from domestic abuse and to respond sensitively and appropriately when it does occur.

Connectivity and Smarter Connections

We successfully attracted funding of £4m from UK Government for the Local Full Fibre Network for Perth and Kinross which is currently connecting 136 Council-owned premises to gigabit speed broadband. The contracts are being delivered by BT and Neos Networks (SSE). The project also includes £1M funding successfully approved from the Tay Cities Deal. In addition, public Wi-Fi was provided to Auchterarder, Blairgowrie, Crieff, Dunkeld, Aberfeldy, and Pitlochry with Kinross in the process of installation.

We completed the Intelligent Street Lighting project and the first phase of the Smart Waste project and City Operations Centre which is renewing all Perth's CCTV cameras and setting up a new control room.

We continue to develop The Open Data Platform, which now hosts around 50 datasets with more being added.

Further information on some of these projects can be found [here](#).

2020/21 Key Performance Indicators

Performance against our key performance indicators is available in **PK Performs** our online performance dashboard.

- *Emissions from Council buildings (tonnes CO2)*
- *Percentage of municipal waste collected that is recycled or composted*
- *Total number of houses built in Perth and Kinross*
- *Number of new social housing units including buy-backs, conversions and empty homes conversions*
- *Average calendar days to re-let properties*
- *Vacant residential/commercial premises brought into use*
- *Number of communities with local resilience plans*
- *Percentage of anti-social behaviour complaints resolved within locally agreed timescales*
- *Total number of new Community Payback orders issued by Court*
- *Percentage of adult protection cases screened within 24 hours of notification*
- *Rate of emergency admissions per 100,000 population for adults*

Organised to Deliver

During 2020/21, as a result of the global COVID-19 pandemic we sought to maintain key essential service provision while undertaking vital new operational tasks to support the management of the public health crisis. We ensured that democratic decision-making continued in an open and transparent manner and have continued to provide and support the services that our communities need during this difficult year.

Due to the COVID-19 pandemic, the Council implemented civil contingencies arrangements. These have ensured:

- ***a decision-making framework utilising emergency powers in accordance with the Council's Scheme of Administration;***
- ***political oversight through an Elected Member Sounding Board comprising the leaders of all political groups, during the initial period of lockdown and then through the operation virtual of Council and Committee meetings which have continued to be live-streamed throughout;***
- ***an operational command structure to deliver essential services and key activities to protect the health and wellbeing of our communities and our workforce; and***

- ***risk management at both a strategic and operational level of existing, new and emerging risks.***

Resources

The COVID-19 pandemic has seen widespread changes in how we work as a Council: redirecting resources to focus on protecting people as a Category 1 responder; maintaining essential operational services; learning at home; supporting the health and wellbeing of our staff; expanding services, such as business grants and welfare checks; and setting up brand new services, such as Food Hubs and Community Vaccination Centres with NHS Tayside.

Some examples of how we supported staff to adapt and continue to deliver services include:

- ***created a re-tasking process along with COVID-19 Responders and willing volunteers to manage deployment to areas with reduced staffing and service delivery demand during the pandemic;***

- *rolled out hardware and software systems to an additional 3,000 staff and Elected Members to facilitate homeworking;*
- *introduced ‘How to recruit remotely’ during 2020 which ensures we can continue to recruit safely;*
- *developed and rolled out guidance on how to manage remote teams in 2020 which will be further developed going forward to support hybrid working arrangements and new ways of working;*
- *developed a COVID-19 staff website to communicate changes implemented to support the delivery of services during the pandemic;*
- *created video messaging and best practice guidance which has been widely communicated to maintain awareness of practices and safe systems of work; and*
- *a Health and Safety hotline was set up to manage escalation of issues.*

COVID-19 and the response to control its spread has had a significant and complex impact on Scottish public finances. The COVID-19-related additional funding is a constantly changing position as we look to measure the scope of the difficulties and challenges brought about by COVID-19, and take action to minimise the harms that are being caused, both now and as part of our longer-term recovery strategies.

Elected Members approved the creation of a COVID-19 earmarked Reserve on **27 January 2021** to fund our recovery actions. Elected Members also agreed that any underspend in

2020/21 would be added to the COVID-19 earmarked Reserve. This earmarked Reserve provides some resources to support the Council’s continued efforts for response and recovery in what continues to be a challenging financial environment.

The requirement for many staff and all elected members to work remotely from home meant resources, systems, processes, tools and technology needed to be deployed differently and innovatively. Having a mature platform and support model in place for our Online Services and Mobile Working put the Council in a strong position to be able to respond at pace to the needs of businesses, parents, citizens and staff over 2020/21. Accelerating Microsoft (MS) 365 implementation has seen MS Teams rapidly become our core communication and collaboration platform. New digital processes were developed at speed to support emerging COVID-19 demands, including for hardship and relief funds, volunteering and school transport consultation. The Council now has more than 100 public and internal services online.

Significantly upscaling secure remote working capacity has enabled in excess of 3,000 staff to access the centrally stored resources (information and systems) they need to work productively throughout lockdown. The Council’s intranet, **ERIC**, has now been successfully updated and modernised, following its move to SharePoint Online within our new MS 365 environment. This complex project has ensured the intranet is aligned with our new Electronic Document Management System and MS Teams environments, to provide improved searching across all platforms, and a simpler more streamlined approach to accessing news and information.

Throughout 2020/21, our property estate has been maintained, with a particular focus on ensuring the health, safety and wellbeing of all users. Workplaces which were unavailable during lockdowns have been brought back into use safely, with regular reviews of risk assessments and trade union involvement, and all in accordance with Scottish Government guidelines.

We have learned from our experiences of delivering public services during the COVID-19 pandemic; embracing digital opportunities, using our property estate and office accommodation differently, stronger engagement with our communities, developing new skills and work practices, while adapting our leadership and management practices at the same time. This learning will help to sustain the positive changes in how we work in future.

Wellbeing

A dedicated staff website was created to ensure that all staff had access to key information on employment matters and health and safety, as well as other useful information to help them work remotely. We utilised and created videos, blogs and podcasts focussing on specific topics or events to help build awareness and spread information to staff and the wider community.

Staff wellbeing was a focus during the last year, with several programmes and initiatives organised. We have consulted and engaged with our workforce in a number of different ways over the past year, including surveys, focussed health and wellbeing ‘temperature checks’, sounding boards and employee forums.

These employee engagement opportunities give us suggestions for evidence-based real-time improvements and a range of initiatives have been in place to support employee wellbeing, such as:

- ***regular health and wellbeing newsletters;***
- ***conferences and webinars;***
- ***a dedicated health and wellbeing web page;***
- ***opportunities for social interaction to keep people connected;***
- ***physical exercise sessions;***
- ***resilience workshops; and***
- ***workshops for managers to enable them to support their teams.***

To ensure our workforce have the capabilities and resilience to meet the changing demands of public service delivery in a post COVID-19 environment, we have developed our **Organisational Development Plan 2021-23** with a programme of activity around four themes: cultural change, leadership, employee development, and health and wellbeing.

Communications and Engagement

In evaluating the impact of COVID-19 we have undertaken extensive engagement with Perth and Kinross communities, businesses and our staff. The **Perth and Kinross Offer Recovery & Renewal Feedback Analysis** provides a full overview of the results arising from many surveys and questionnaires and the meeting we undertook in order to understand the challenges brought about by the impact of the pandemic and our lockdown response. These results will be instrumental in developing our recovery and renewal plans in line with the long-term vision based upon the **Perth and Kinross Offer**.

Our social media channels were used to engage more frequently and informally, and we have experienced increases in both Twitter and Facebook in terms of followers and interest such as shares and likes on our posts. We also supported the translation of information into 17 different languages to ensure people had the support they needed.

The widespread use of MS Teams has enabled staff, Elected Members and partner agencies to keep in touch, gather feedback, hold meetings, webinars and conferences - engaging with both colleagues and the wider community.

Equality and Diversity

We continue to work with a range of different partner organisations and community groups to support the delivery of our equalities programme. Many of those organisations are experts in a specific area of equalities and it is vital that we learn from their expertise to ensure our services remain inclusive and fair for all. This partnership approach has helped us to continue to foster good relations between communities and ensured a cohesive approach for different groups wishing to access and find out about services appropriate to their needs. It has also helped the wider community learn more about our diverse communities and the contribution they make to our local community. We want everyone living here regardless of their background to feel safe, welcome and included. Our annual Equalities Report will be presented to Council in October 2021.

During 2020/21, we continued to arrange a delivery of an extensive and popular multi-cultural events and community lunch club programme with our communities and partner organisations in the third sector, celebrating significant events virtually. In addition, we created a total of five **Equalities Newsletters** between September 2020 and April 2021 which were shared widely with our community groups, staff and elected members.

Some other examples of work undertaken during 2020/21 included:

- ***multi-cultural food deliveries were provided fortnightly to older and vulnerable members of local minority***

ethnic communities, with 257 culturally appropriate food parcels delivered to 105 members of Chinese and Muslim families and unaccompanied asylum seekers in association with Perthshire Chinese Community Association and Perth Welfare Society;

- *members of equality protected groups benefited from digital devices allocated through **Connecting Scotland** funding during 2020/21. Devices were allocated to community members from Minority Ethnic communities who were digitally excluded due to age or health conditions;*
- *provided 35 health and wellbeing packs for Gypsy/ Travellers in association with **Minority Ethnic Carers of People Project** (MECOPP);*
- *provided information around staying safe, socially distancing, using public transport and visiting supermarkets etc in different community languages as well as British Sign Language and Braille; and*
- *kept in regular contact with **Golf Memories** and **Supporting Saints in the Community** participants whilst group meetings and sessions could not take place.*

2020/21 Key Performance Indicators

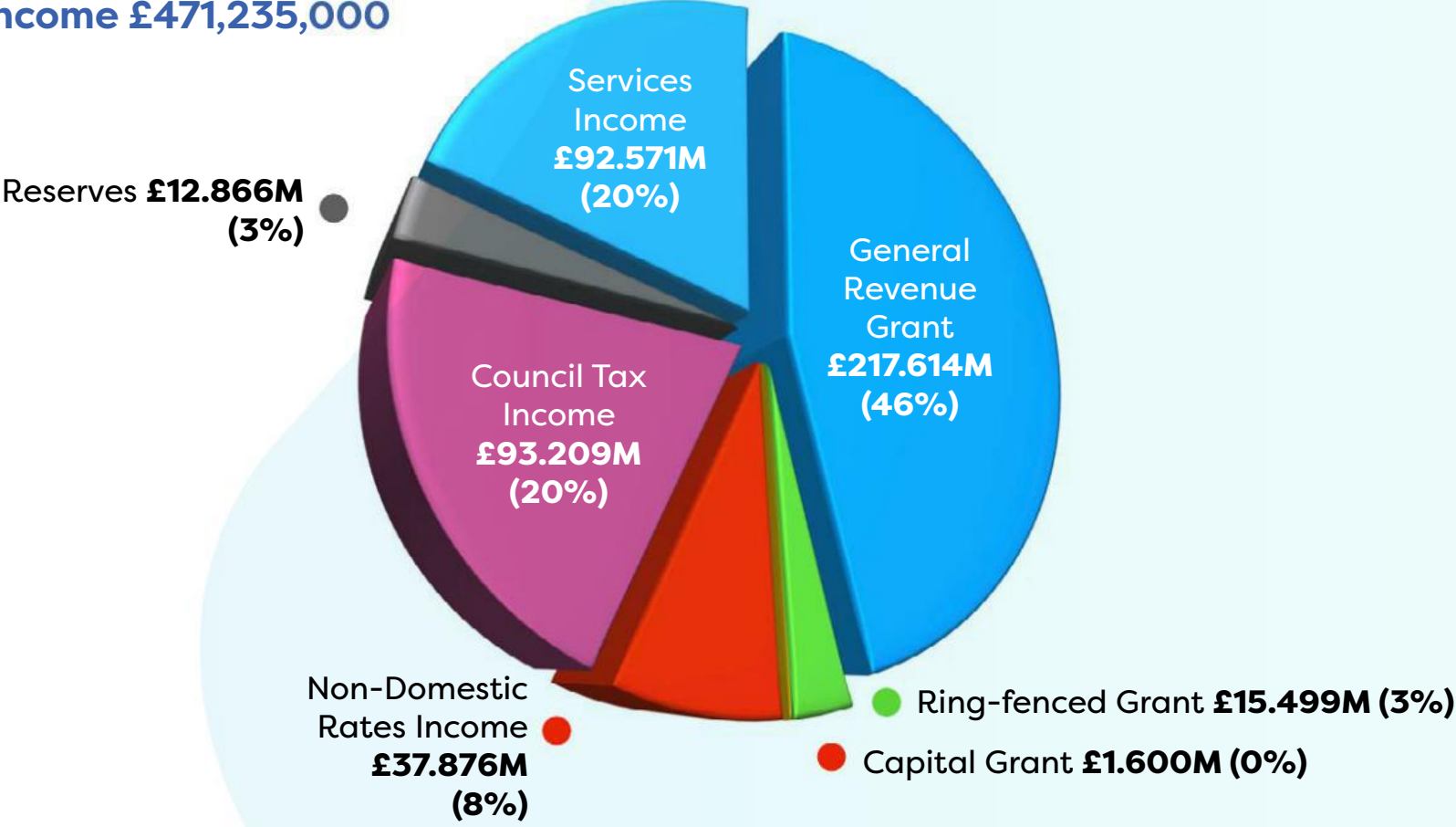
Performance against our key performance indicators is available in **PK Performs**, our online performance dashboard.

- ***Sickness absence for teaching staff***
- ***Sickness absence for non-teaching staff***
- ***Gender pay gap***
- ***Proportion of the highest paid 5% employees who are women***
- ***Percentage of income due from Council Tax received by the end of the year***
- ***Percentage of operational buildings that are suitable for their current use***
- ***Percentage of internal floor area of operational buildings in satisfactory condition***



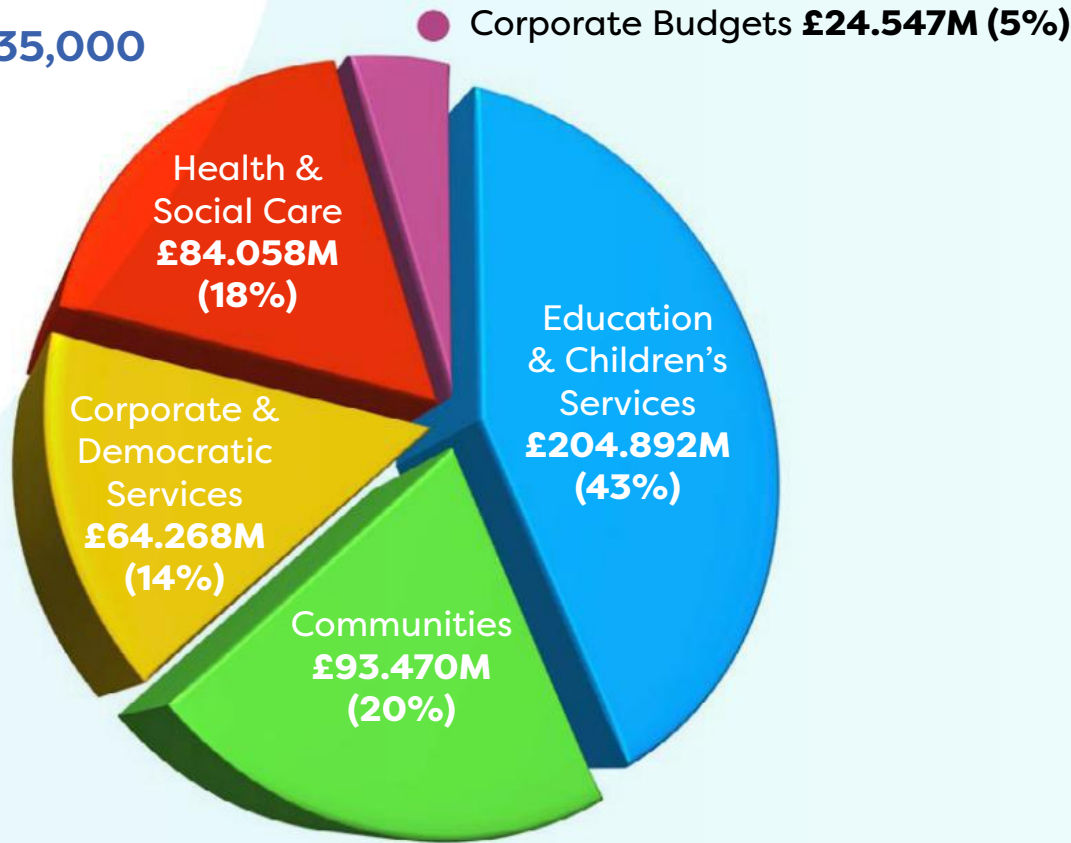
Where Does the Council Get Its Money From?

Gross Income £471,235,000

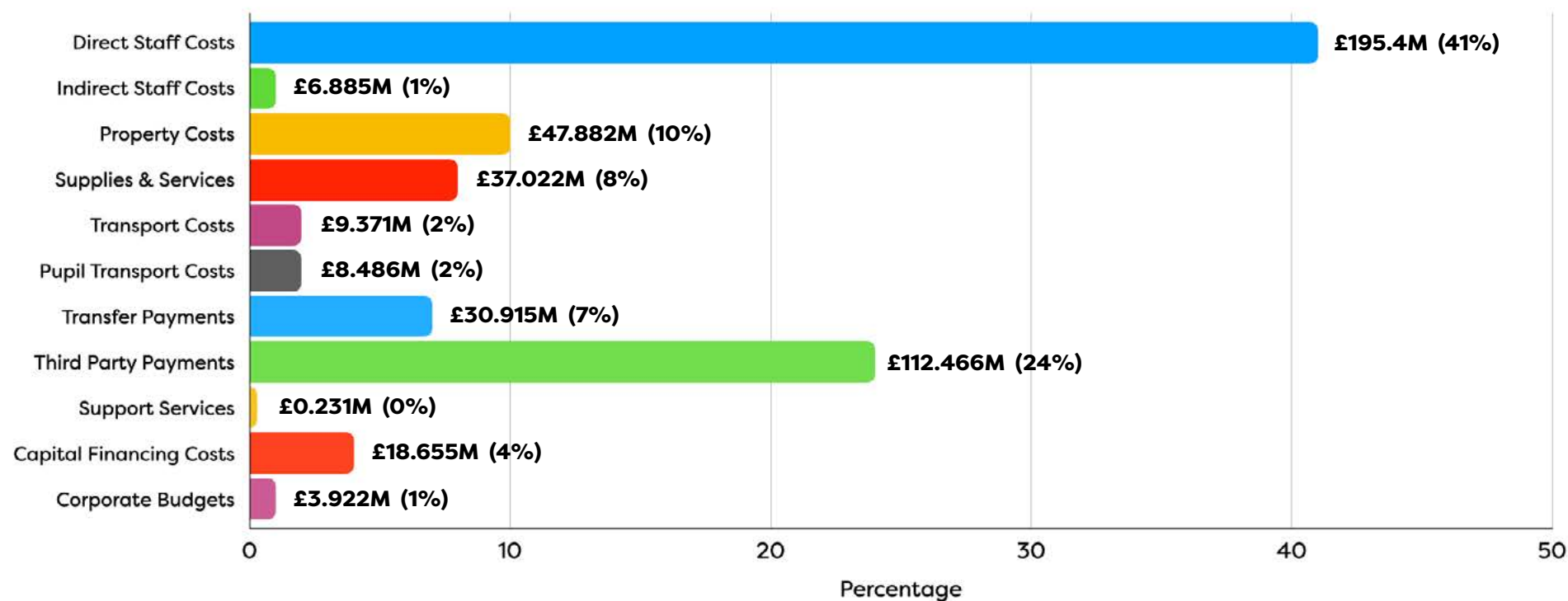


How We Spend Your Council Tax

Gross Expenditure £471,235,000

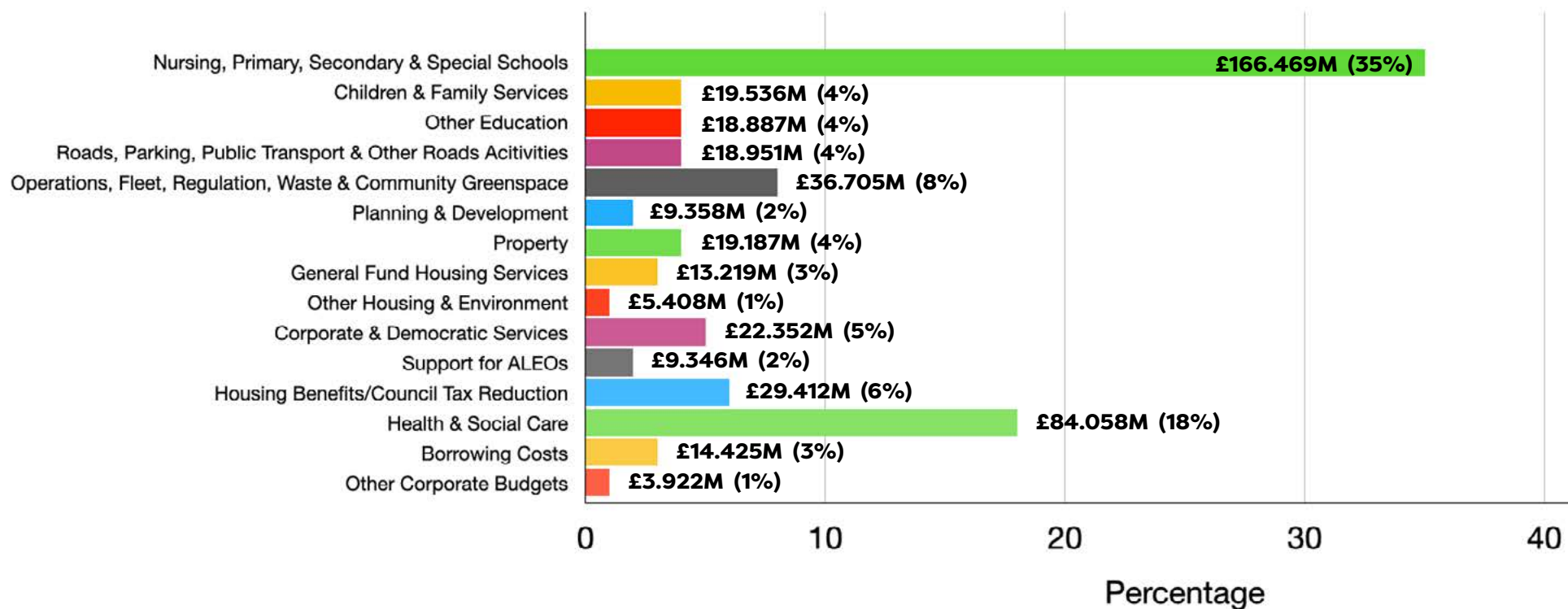


Cost Breakdown 1: What the Council pays for



Note: axis has been adjusted to display changes over time more clearly

Cost Breakdown 2: What activities/functions cost



Note: axis has been adjusted to display changes over time more clearly

Both Cost Breakdown 1 and 2 represent the same total figure but are analysed and displayed differently to give a more complete picture of our costs.

Appendix 1:

COVID-19 Impact

At the beginning of 2020 we could not have imagined that we were at the start of a global pandemic that would impact so widely on the way that we live and work. The economic and social impact, the threat to our lives and health, and the lockdown restrictions put in place to constrain transmission have all been unprecedented.

The impact of COVID-19 on Perth and Kinross has been significant and is likely to have long-term effects on our businesses and communities. To mitigate these impacts we have worked alongside our communities and our partners to support those affected and will continue to strengthen these relationships. We are aware that the impact of the pandemic has widened the inequalities gap in many areas and tackling these inequities will be a key priority as we move forward with the development and implementation of the **Perth and Kinross Offer**.

There has been a tremendous response to support people within our communities and local businesses who were impacted most, and there are many positive stories and new ways of working that were developed during the pandemic, which demonstrate,

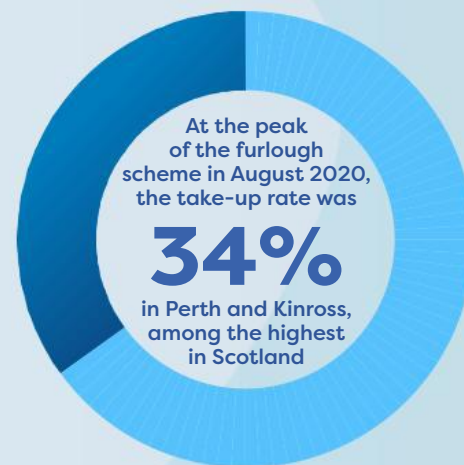
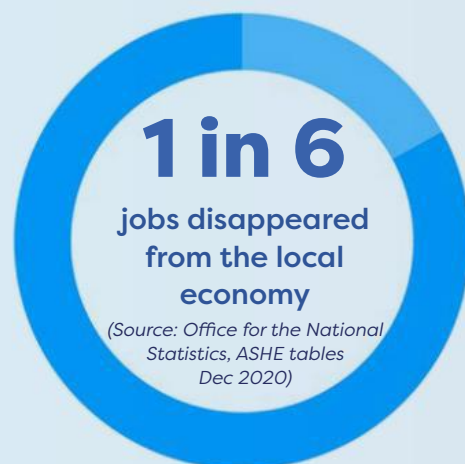
by working together through kindness and collaboration, that we can all make a real difference to people's lives.

These included:

- ***our ability to come together in times of crisis;***
- ***the willingness of volunteers to step up and help their communities;***
- ***the flexibility of people to adapt to new and challenging environments;***
- ***the kindness and understanding shown in personal sacrifices for the sake of community safety; and***
- ***the determination shown by front-line staff, individuals and organisations to adapt and overcome the incredible challenges they faced in delivering vital support and services to people in need of help.***

The information below is a high-level summary of the impact COVID-19 has had on some of the most vulnerable people and communities within Perth and Kinross.

Employment



Early indicators
of women (and
particularly mothers),
young people and
particular ethnic
minority groups'
disproportionate
exposure to
job loss and/or
unemployment will
need to be closely
monitored and
met with tailored
responses through
recovery plans

Poverty and Inequality
Commission, May 2021

Young people's jobs disappear
faster

Women more likely to work in a
sector that is shut



(Source: Sector Shutdowns during the coronavirus
crisis: which workers are most exposed? Institute of
Fiscal Studies, April 2020).



(Source: 'Weathering the Financial Storm: Strengthening Financial
Security in Scotland through the COVID-19 Crisis', Stratham, Parkes
and Gunson, IPPR Oct 2020.)



12%

BAME workers out of work versus overall average of 5%

20%

Parents are likely to have lost 20% of their income

50%

More likely to see wages drop if self-employed

126%

Number on out-of-work benefits more than doubles to 4,195 as of March 2020

Financial Hardship



2,374 families were helped with benefit advice

↑ 50% increase in Welfare Rights Team caseload



In response to these challenging business conditions, a number of businesses in the Perth and Kinross area were forced to make employees redundant. This included: Crieff Hydro (241 staff); Fishers Laundry (84 staff); Horsecross Arts (120 staff) and OVO Energy/SSE (144 staff as of July, with further redundancies planned in phases). There is also concern with regards to the local impact of the risk of large-scale redundancies in national firms such as Boots, Pizza Express, Burger King, Costa and DW Sports.



17,500 Householders (1 in 4) are estimated to be in Serious Financial Difficulty or Struggling to Make Ends Meet; before COVID-19 4,092 householders said they were "not managing well" financially

8,500 Householders (1 in 8) are estimated to be struggling to pay for food and essentials

5,000 Householders (1 in 14) are estimated to be in arrears with mortgage or rent payments

6,500 Householders (1 in 11) are estimated to be in arrears with unsecured credit or car finance

24,500 Householders (1 in 3) are estimated to have no savings or less than one month's savings; before COVID-19 the figure was 13,618

Welfare Checks



An extensive series of welfare check calls have been made by the Housing service attempting to contact every tenant in Perth & Kinross Council to check on them. Particular focus was placed on those shielding or otherwise vulnerable with a number of referrals to other agencies/ services.

Food Poverty



3,482

food parcels distributed to those shielding between April and July 2020



3,500

families supported by direct payments when children were unable to access free school meals

It is estimated that 8,500 families in Perth and Kinross are struggling to pay for food and other essentials.

Education



Supported between

91-158

vulnerable children and those from essential worker homes in lockdown 1 in learning hubs

Supported up to

1,500 children

in learning hubs during lockdown 2

Snapshots of Remote Learning across PKC were developed and they received almost

5,000 views

Tenancy Sustainment



£293,000

paid out to support 683 tenants in 2020/21

During 2020/21, not only did we double the budget for the Tenancy Sustainment Fund, but we continued to review the criteria to reflect the lived experience of our individual tenants.

This included a 20% payment towards rent for those tenants who had been furloughed and a one-off payment for those moving onto Universal Credit for the first time to cover the 4-5 week assessment period.

Our Response - Key Activities

- Approximately 3,500 food parcels were made up during the 18-week period of required shielding, at a rate of approximately 195 a week and at an approximate cost of £87,210 in total.
- Delivered 257 culturally appropriate food parcels fortnightly to 105 members of Chinese and Muslim families in partnership with Perthshire Chinese Community Association and Perthshire Welfare Association.
- To support vulnerable children and those from essential worker homes during the first lockdown, each day between 91 to 158 children were accommodated in learning hubs. This increased to 1,500 as schools closed again and all schools acted as hubs for children of key workers and for vulnerable children, providing care and learning.
- Between January and April 2021, schools were required to plan and deliver a second block of remote learning with a phased return to in-school learning from February. Support was provided to practitioners through the development, updating and sharing of practice and resources as well as continued online professional learning. Four **'Snapshots of Remote Learning across PKC'** were developed and shared. These Snapshots captured and showcased some of the interesting and wide-ranging remote learning experiences happening in schools and ELC centres across Perth and Kinross. They aimed to inspire practitioners and celebrate remote learning with parents, carers and the wider community. The Snapshots have received over 4,900 views.
- The multidisciplinary REACH project successfully switched to virtual meetings and online training to continue supporting children and young people on the edge of care. It is meeting its aims of minimising the numbers of young people in residential care.
- Throughout the pandemic, contact with all children on the Child Protection Register was maintained a minimum of every fortnight.
- We provided free school meal direct payments to 3,500 children on a weekly basis throughout Perth and Kinross during a period between early May to August.
- We suspended parking charges from April to August during the first coronavirus lockdown, in order to help key workers and to reduce the need for people to handle cash, keeping them safer.
- During the pandemic and in recognition of the significant challenges many of our tenants would face in relation to financial hardship, increased day to day living costs, social inclusion and most importantly health and wellbeing, we undertook targeted welfare checks with all our tenants. Our initial focus was on those vulnerable groups already at risk of child or fuel poverty and those tenants aged 70 or over. These welfare checks were well-received, and our staff offered every tenant the opportunity for ongoing contact throughout the pandemic whether they needed immediate support or not.

- As of March 2021, we enabled over 6,200 of our businesses to receive grants totalling over £56M.
- Re-tasked members of staff from their “day jobs” to ensure frontline essential services continued to be delivered throughout Perth and Kinross.
- The COVID-19 outbreak in Coupar Angus was a major incident during the pandemic. Within two weeks of the first positive test, a total of 201 cases were recorded in Coupar Angus, the factory was closed. By working together with the factory, our Community Planning Partners and volunteers, a plan was pulled together to ensure workers and families were supported. Within 48 hours, community volunteers and staff delivered over 700 food parcels and carried out doorstep welfare checks to every affected household. As the workforce were predominantly foreign nationals spanning 17 different languages, we distributed information in various languages explaining the situation, encouraging employees to attend a dedicated test centre and giving contact details for welfare support. We maintained communication throughout the period across various social media platforms to ensure people received the information they needed.
- We, with partners, established and set up 3 Community Vaccination Centres (CVCs), a month earlier than expected, with around 350 of our staff volunteering to support the programme.
- There were 500+ shifts filled in CVCs in the first 2-week period, using PKC staff, Live Active Leisure staff and volunteers.
- Carer Sitting Service was established, with a team of re-tasked staff provided support to carers and the people they cared for.
- **Carers Connect Online Event** connected with over 80 Carers and delivered interactive workshops to improve wellbeing and resilience.
- We produced a Volunteer Handbook and distributed over 20,000 advice leaflets to homes across Perth and Kinross on keeping safe and where to get support.
- We delivered 35 Health and Wellbeing packs for Gypsy/ Travellers in association with MECOPP.
- Kept in regular weekly contact with Golf Memories participants and volunteers, 21 equality and community groups, members of Supporting Saints in the Community.
- Worked together with our partners to provide communication across different mediums, in different languages, BSL, Braille, Easy Read and Large print.
- Worked with partners to develop alternative ways of celebrating key events, eg lighting Perth Bridge, providing sweet treats for families, treats in food parcels for asylum seekers and refugee families.

- *We have developed a COVID-19 memorial website “Lost/Found” and are developing a physical memorial for unveiling in September 2021. The website has collated memorials for people who have died throughout the COVID-19 pandemic. The project is the first of its type in Scotland which aims to remember those lost in Perth and Kinross - and across the country.*

Community, Business and Staff Feedback

In evaluating the impact of COVID-19 we have undertaken extensive engagement with Perth and Kinross communities, businesses and our staff.

The **Perth and Kinross Offer Recovery & Renewal Feedback Analysis** provides a full overview of the results arising from many surveys and questionnaires and meeting we undertook in order to understand the challenges brought about by the impact of the pandemic and our lockdown response. These results will be instrumental in developing our recovery and renewal plans in line with the long-term vision based upon the **Perth and Kinross Offer**.

Next Steps

We recognise the equalities gap and our local economy have been impacted most by the pandemic and our areas of focus will be:

- *supporting business to grow and attract investment and higher value jobs into Perth and Kinross as outlined within the **Economic Wellbeing Plan**;*
- *the ethos of the **Perth and Kinross Offer** will be at the heart of how we work. We are determined to build new relationships within our communities as we know communities are better at identifying their needs and designing solutions;*
- *narrowing inequalities gaps and demonstrating a consistent and systematic approach to prevention, early intervention and fairness by working with our Community Planning Partners to deliver **key priorities**;*
- *further developing a strong “locality-based” approach and strengthen relationships with our communities and Community Planning Partners.*



Key Contact

For further information on any area of this report please contact:
Louisa Dott, Performance Team Leader, email **LJDott@pkc.gov.uk**

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(PKC Design Team - 2021141)

PERTH AND KINROSS COUNCIL

6 OCTOBER 2021

THE INVESTMENT BLUEPRINT

Report by Chief Operating Officer
(Report No. 21/180)

PURPOSE OF REPORT

This report introduces the Investment Blueprint as a key component of our wider Strategic Capital Investment Planning Framework; the Blueprint will support a more transparent and flexible approach to investment decision making to support the long-term vision of the Council.

1. BACKGROUND

- 1.1 It is the role of elected members to make strategic capital investment decisions which will have a long term and lasting impact. Capital investments are often generational in their impact, creating, for example, the infrastructure to support our communities, for decades to come. Funding such investment also means a long-term commitment of public funds. It is crucial, therefore, that the Council invests in the right things at the right time and can demonstrate that its revenue and capital budget decisions deliver tangible benefits to our communities; underpinning the design and delivery of innovative, sustainable services which better meet their needs and help deliver on their aspirations and ambitions; promoting economic growth and regeneration and supporting all of us on our journey to a net-zero carbon future.
- 1.2 Recognising that the world around us is changing rapidly, our approach to capital investment must be flexible enough to adapt to meet new and emerging needs within our communities, make the best use of fast evolving technology and respond to any significant changes in legislation and national policy direction.
- 1.3 We have a duty that public money is spent on what really matters to the people that we serve and on that which will have the biggest positive impact. To ensure this our capital investments should:
 - support the long-term vision of the Council and deliver tangible benefits to our communities
 - deliver the strategic objectives to achieve the outcomes of the Council and Community Planning Partnership
 - support effective, efficient, innovative and sustainable service design and delivery across Perth and Kinross
 - provide a transparent and flexible approach to investment decision making
 - be prudent, affordable, sustainable and provide value for money taking into account associated revenue implications

- 1.4 The Council uses tools, such as an approved capital programme and an approved governance framework based on best practice programme and project management, to manage its strategic capital investment decision making.
- 1.5 At its meeting on 6 March 2020 (report 20/58 refers), the Council committed to develop an Investment Blueprint to better assist elected members in making strategic capital investment decisions.
- 1.6 The Strategic Capital Investment Planning Framework facilitates a cohesive and flexible approach to investment planning and resourcing and comprises the:
- Investment Blueprint
 - 30 Year Investment Plan
 - Medium Term Financial Plan
 - 6 Year Funded Capital Delivery Programme
- 1.7 The Framework is designed to support the delivery of the Council's vision and the five strategic objectives.

2. THE STRATEGIC CAPITAL INVESTMENT PLANNING FRAMEWORK

The Investment Blueprint

- 2.1 The Investment Blueprint (Appendix 3 to this report) will be a key component of our wider Strategic Capital Investment Planning Framework. The Blueprint sets out the rationale and key drivers for change. It provides five overarching principles to inform our decision-making and help us to direct the investment of public money where it is most needed. The principles are, that our investment decisions must:-
- mitigate against the impact of climate change
 - promote inclusive economic growth and a vibrant community
 - promote equality and fairness
 - support the delivery of sustainable public services through effective management of our assets
 - promote and enhance digital inclusion
- 2.2 The Investment Blueprint will help the Council to identify future investment priorities to allow us to take a longer-term approach to capital investment. The framework allows us to identify priorities, risks, challenges and opportunities with a coherent and consistent mechanism for assessing investment initiatives, providing greater transparency and enabling better informed, risk-based decision-making at all levels within the organisation.
- 2.3 The Investment Blueprint is a living document which will be reviewed and refreshed, based on elected member decisions, as circumstances change to ensure that it best supports informed, risk-based decision-making at any given time.

30 Year Investment Plan

- 2.4 The Blueprint will shape and inform a 30-year rolling investment plan which outlines, at a strategic level, the Council's investment requirements to deliver its strategic objectives. The 30 year plan will be a high level, unfunded plan. It identifies known or potential investment needs based on risk, demand, strategic priorities, legislative or policy requirements alongside any other proposals which are identified by way of political priorities.
- 2.5 The plan will be developed with elected members through applying the Investment Blueprint principles to our asset management plans, life cycle planning and to any investment proposals for additional assets.
- 2.6 Proposals set out within the 30-year investment plan will be subject to the Council's project governance framework, building in further opportunity to review, respond and adapt the Plan to respond to changing needs, circumstances and priorities as they emerge.
- 2.7 To guarantee continued flexibility and good governance, the Plan will be reviewed annually by elected members to ensure that proposals continue to meet the strategic priorities of the Council. This will also allow the opportunity to consider the impact of any decisions in relation to both current revenue and capital budgets.

6 Year Funded Capital Delivery Programme

- 2.8 Once proposals have been worked up to Outline Business Case stage and the required funding approved by Council, they will become funded projects within a **6-year rolling delivery programme**. The programme details the delivery of costed and funded projects and programmes.
- 2.9 The individual projects and programmes are developed from proposals within the 30-Year Plan and monitored and reviewed regularly using our approved project governance framework.
- 2.10 This development utilises the 5 Case Model approach as described in The HM Treasury Green Book and the OGC (Office of Government Commerce) Gateway Review framework. These approaches are detailed in Appendix 1 of this report. Appendix 2 provides a potential outline of how the key stages work within the democratic processes.
- 2.11 Progress in relation to the 6 year rolling funded delivery programme will be reported to elected members via Strategic Policy and Resources Committee.

Medium Term Financial Plan

- 2.12 The Medium-Term Financial Plan (MTFP) outlines the broad "direction of travel" for the Council's financial management with further detail and options for managing the various challenges being developed as part of the Revenue and Capital Budget process.

- 2.13 The Medium-Term Financial Plan seeks to provide a range of scenarios for key variables that are used in long-term budgeting and financial planning.

3. CONCLUSION AND RECOMMENDATIONS

- 3.1 Capital investments represent a generational commitment both in terms of financial cost and the physical and digital environment. As such, it is important that investments should focus on the delivery of strategic objectives rather than solely on physical and digital infrastructure.
- 3.2 Strategic direction and approval for capital investment proposals will continue to be provided by elected members.
- 3.3 Investment proposals will continue to be developed from a variety of sources, including, asset management planning, political priorities and responses to macro-economic and environmental challenges.
- 3.4 Elected members will scrutinise and challenge investment proposals as they are developed and managed through the Strategic Capital Investment Planning Framework.
- 3.5 It is recommended that the Council notes the contents of the report and approves:
- i) The Investment Blueprint (Appendix 3) and as described in section 2.

Author

Name	Designation	Contact Details
Norman Ballantine	Capital Programme Manager	01738 475000
Fraser Crofts	Head of Business and Resources	01738 475000
Lisa Simpson	Head of Legal & Governance Services	01738 475000

Approved

Name	Designation	Date
Karen Donaldson	Chief Operating Officer (Corporate & Democratic Services)	30 September 2021

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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

1. Strategic Implications

Corporate Plan

- 1.1 The Council's Corporate Plan 2018-2023 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.

- 1.2 This report relates to all these objectives.

2. Resource Implications

Financial

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

Workforce

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

Asset Management

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

3. Assessments

Equality Impact Assessment

- 3.1 The information presented in this report was considered under the Corporate Equalities Assessment Framework and the determination was made that the items summarised in this report do not require further assessment as they do not have a direct impact on people's wellbeing.

Strategic Environmental Assessment

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

The matters presented in this report were considered under the Act and no further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

4. Consultation

The Interim Chief Executive and the Executive Directors have been consulted in the preparation of this report.

2. BACKGROUND PAPERS

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

3. APPENDICES

Appendix 1 – 5 Case Model and OGC Gateway Review Approaches

Appendix 2 – The Strategic Capital Investment Planning Framework and Our Democratic Process

Appendix 3 – Draft Investment Blueprint

Appendix 1

5 CASE MODEL AND OGC GATEWAY REVIEW APPROACHES

1. 5 Case Model

- 1.1. The 5 Case Model approach provides a structure to arrive at the best possible investment decision through considering each stage of an investment proposal from five interdependent dimensions, as summarised in the table below:

Case	Question	Evidence
Strategic	Why do we need to undertake this investment?	What measurable benefits will the proposal deliver for our communities? What is the case for change which is driving the investment proposal?
Economic	How will the investment deliver best value?	What options have been considered to deliver the desired outcomes (not just outputs)? How does the proposal balance in terms of cost, risk and benefit?
Commercial	How commercially viable is the investment proposal?	What are the proposed contractual / procurement arrangements? How competitive a deal can be secured?
Financial	Is the investment proposal affordable?	Have all requirements been costed and are the costs realistic? Will the proposal generate any savings /income?
Management	Is the investment proposal achievable?	What skills /resources/systems/processes are required to develop and operationally deliver?

- 1.2. As an investment proposal develops each of the five cases will be populated with more detailed and refined information. The normal development of an investment proposal involves the development of a:
- Strategic Business Case (SBC), a relatively high-level document whose focus is on the strategic rationale for undertaking the investment, it would be expected that the following information would be contained within an SBC.

Strategic Business Case				
Strategic Case	Economic Case	Commercial Case (for preferred option)	Financial Case	Management Case
Rationale for the project	The preferred way forward (what to expect when developed into options appraisal)	Procurement Strategy (preferred)	Indicative financial implications of the proposed investment (feasibility)	Link to Corporate Strategy/Asset Management Plans/Local Development Plans/BMP etc
The case for change - business need	Indicative Cost and Phasing			Senior Responsible Owner

5 Case Model – indicative contents of Strategic Business Case

- Outline Business Case (OBC) this further develops the cases for the investment, in particular, through the Economic Case, a number of options to deliver the desired strategic outcomes will be considered.

Outline Business Case				
Strategic Case	Economic Case	Commercial Case (for preferred option)	Financial Case	Management Case
Project Objectives	Critical Success Factors	Procurement Strategy	Capital and Revenue Requirements	Programme and Project Management Methodology
Existing Arrangements	Options	Risk Transfer	Net Effect on Prices	
Business Needs	Preferred Option	Personnel Implications	Impact on Balance Sheet	
Potential Scope		Accountancy Treatment	Impact on Revenue Budget	
Strategic Risks			Funding Mechanisms and Affordability	
Constraints				
Consultation				
Dependencies				
Impact on Communities				
Sustainability				
Inclusion and Equality				
Resource Efficiency				

5 Case Model – indicative contents of Outline Business Case

- Full Business Case (FBC). When a preferred option is agreed, each of the cases will be further developed in detail to produce a Full Business Case (FBC): a completed FBC represents an investment proposal which is ready to go to the market.

Full Business Case				
Strategic Case	Economic Case	Commercial Case (for preferred option)	Financial Case	Management Case
Project Objectives	Critical Success Factors	Procurement Strategy	Capital and Revenue Requirements	Programme and Project Management Methodology
Existing Arrangements	Options	Service Requirements	Net Effect on Prices	Programme and Project Management Plans
Business Needs	Preferred Option	Charging Mechanism	Impact on Balance Sheet	Use of Specialist Advisors
Potential Scope		Risk Transfer	Impact on Revenue Budget	Change and Contract Management Arrangements
Strategic Risks		Key Contractual Arrangements	Funding Mechanisms and Affordability	Benefits Realisation
Constraints		Personnel Implications		Risk Management
Consultation		Accountancy Treatment		Post Implementation Evaluation Agreements
Dependencies				Contingency Arrangements
Impact on Communities				
Sustainability				
Inclusion and Equality				
Resource Efficiency				

5 Case Model – indicative contents of Full Business Case

- 1.3. Developing an investment proposal to Full Business case through the Five Case model allows for the ongoing and consistent challenge and scrutiny of the proposal to ensure it continues to represent Best Value.
- 1.4. Ongoing challenge and scrutiny of investment proposals will be undertaken through the agreed Gateway Review process.

2. Gateway Review Process

- 2.1. Gateway Reviews are a series of points on the timeline of an investment proposal at which that proposal is subject to objective challenge and scrutiny, to ensure it continues to represent Best Value for delivering stated and measurable outcomes.
- 2.2. In addition, at any stage investment proposals can be subject to interim gateway reviews – normally this would be in reaction to a change in the scope/budget or timeline of a proposal (outwith agreed tolerances).
- 2.3. The Council has operated an informal Gateway Review process through the scrutiny and assessment of outline business cases and the ongoing monitoring of capital projects.
- 2.4. The Office of Government Commerce (OGC) formal Gateway Review process, which provides a close match the Council's informal process, has been refined to more closely match the Council's requirements
- 2.5. The process introduces 1 formal programme gateway and 5 formal project gateway stages which will provide consistent assessment points through the lifetime of programmes and projects:

Gateway	0	1	2	3	4	5
Title	Strategic Assessment (for programmes only)	Strategic Business Case justification	Outline Business Case Justification	Full Business Case Justification	Readiness for Handover to the Council	Operations review & benefits realisation
Purpose	The need for the programme and its ability to delivered desired outcomes is confirmed.	That the business requirement can be delivered; affordability, achievability and value for money established	That the outline business case is appropriate for the desired business change.	That the project is still required, affordable and achievable; implementation plans are robust; investment decision is appropriate	That the Council is ready to make the transition to implementation. Ownership and governance are in place for operation	To confirm smooth operation, delivery of outputs, and achievement of benefits

- 2.6. The process also allows for reactive and interim gateway reviews to be carried out at any point on a programme or project timeline.
- 2.7. It is explicit in the Strategic Capital Investment Planning Framework that the continued development of any investment proposal which no longer appears to represent Best Value will be challenged no matter what point it is at on its development timeline.

Appendix 2

OUTLINE KEY STAGE APPROACH USING THE 5 CASE MODEL

1. Asset Management Programmes

- 1.1 All investment proposals for asset management programmes will be submitted to Council in the form of an Impact Analysis Report which will profile the impact of investment proposals on the assets.
- 1.2 Individual Impact Analysis Reports will be considered by Council in the context of the Strategic Planning Framework and the opportunities to maximise delivery of strategic objectives.
- 1.3 Council will decide on the most appropriate level of funding for the asset management programmes – **this is Gateway 0 for investment proposals.**

2. All other Investment Proposals

- 2.1 Investment proposals will be initiated through the submission of a Strategic Business Case (SBC) to Council. An SBC is a relatively high-level document whose focus is on the strategic rationale for undertaking the project.
- 2.2 The proposal will be considered in the context of the Investment Blueprint principles and the opportunities to maximise delivery of strategic objectives.
- 2.3 At initial submission stage an investment proposal focusses on the delivery of outcomes rather than on funding. A funding model will be required to be developed as part of the overall development of the investment proposal.
- 2.4 Council approval of an SBC provides authorisation for the development of an Outline Business Case (OBC) – **this is Gateway 1 for investment proposals**
- 2.5 The development of the OBC will be undertaken in line with HM Treasury's Green Book approach (5 Case Model).
- 2.6 The OBC further develops all five cases for the project,

Case	OBC Requirements
Strategic	A detailed description of the business need driving the investment requirement (defining the proposal's objectives).
Economic	An appraisal of a number of options which could address the business need – each option being robustly costed. From this appraisal, a recommendation of the option which has the greatest chance of delivering the proposal's objectives thereby addressing the business needs.
Commercial	The ability of the market to deliver the recommended option and an assessment of the most effective procurement method for the Council.
Financial	The best estimate of costs associated with the proposal – both initial capital cost and ongoing revenue costs to deliver the proposal's objectives, and an assessment of the affordability of the proposal. <i>It should be noted that these will be estimated costs and will be subject to change as the projects is developed.</i>
Management	Describes the individual project governance and tolerances which will operate within our approved project management framework.

- 2.7 A completed OBC, with a recommended delivery option, will be submitted for consideration and approval by Council - **this is Gateway 2 for investment proposals**
- 2.8 Council approval of an OBC provides authorisation for the development of a Full Business Case (FBC). This marks the point where an investment proposal is considered to be a project.
- 2.9 A completed FBC represents a project which is ready to be procured (go to the market). Alongside the completed FBC will be final technical and financial documents along with associated project management documentation such as risk and issue logs.
- 2.10 Developing an FBC will take time and elements of the project will change, for example, the scope of the project may change which in turn will impact on costs and on delivery time.
- 2.11 The Management Case of the OBC will describe how such changes are managed. The approach will be risk based: where changes are within agreed tolerances, they will be managed by the Project Board; where changes are outwith agreed tolerances, they will be submitted to Council for consideration. **– this is an interim (reactive) Gateway for projects.**
- 2.12 Likewise, when completed, an FBC will be considered in a similar risk-based approach. Where appropriate, the FBC will be approved by the project Board, otherwise the FBC will be approved by Council (SP&R) – **this is Gateway 3 for projects.**

- 2.13 With the approval of the FBC, the project moves to construction/ implementation phase which will be managed in line with our approved project management framework. Where there are changes to scope/budget or timeline, during this phase: within agreed tolerances, they will be managed by the Project Board; where changes are outwith agreed tolerances, they will be submitted to Council for consideration. – **this is an interim (reactive) Gateway for projects.**
- 2.14 As a project approaches completion, the Project Team and Board will begin preparation for taking ownership of the project output (new asset). This will focus on the readiness of the Council to accept and go live with the asset, including any required business changes, along with the arrangements for management and ongoing maintenance of the asset. This is an operational function and unless there are issues which cannot be managed operationally, it will be undertaken by the Project Board: where the Project Board is unable to manage the issues, they will be submitted to Council (SP&R) for consideration - **this is Gateway 4 for projects.**
- 2.15 To establish how successful an investment has been in delivering its expected objectives, a benefits realisation exercise should be undertaken. The timing of this will vary depending on the anticipated timescales contained within the project's FBC. The resulting benefits realisation report will be utilised to inform future investment proposals and where appropriate will be submitted to Council (SP&R) for review – **this is Gateway 5 for projects**

THE INVESTMENT BLUEPRINT (DRAFT)

Introduction

Capital investments are often generational in their impact, creating and sustaining the infrastructure to support our communities for decades to come. Funding such investment also means a long-term commitment of significant public funds. It is crucial therefore that the Council invests in the right things at the right time and can demonstrate that its revenue and capital budget decisions deliver tangible benefits to our communities; supporting the design and delivery of innovative, sustainable services which better meet their needs and help deliver on their aspirations and ambitions, promoting economic growth and regeneration and supporting all of us on our journey to a net zero carbon future.

This Investment Blueprint is a key component of our wider Strategic Capital Investment Planning Framework. The Blueprint sets out the rationale and key drivers for change. It provides five overarching principles to inform our decision-making and help us to direct the investment of public money where it is most needed. These are, that our investment decisions must:-

- mitigate against the impact of climate change
- promote inclusive economic growth and a vibrant community
- promote equality and fairness
- support the delivery of sustainable public services through effective management of our assets
- promote and enhance digital inclusion

As part of the wider Strategic Capital Investment Planning Framework, the Investment Blueprint will help the Council to identify future investment priorities to allow us to take a more long-term approach to capital investment, beyond an annual consideration as part of the budget setting process. The framework allows us to identify priorities, risks, challenges and opportunities with a coherent and consistent mechanism for assessing investment initiatives, providing greater transparency and enabling better informed, risk-based decision-making at all levels within the organisation.

Recognising that the world around us is changing rapidly, our approach to capital investment must be flexible enough to adapt to meet new and emerging needs within our communities, make the best use of fast evolving technology and respond to any significant changes in legislation and national policy direction.

The Strategic Capital Investment Planning Framework comprises four core elements; this **Investment Blueprint**, a **30-year Plan**, a **6-year funded Delivery Programme** and the **Medium Term Financial Plan** and has been designed to facilitate a cohesive and flexible approach to investment planning and resourcing.

- This **Investment Blueprint sets** out the strategic rationale, key risks and challenges and some fundamental principles to help identify investment priorities. It is a living document which will be reviewed and refreshed as circumstances change to ensure that it best supports informed, risk-based decision making at any given time.
- The Blueprint will be used to shape and inform a **30-year Investment Plan** which will identify potential investment needs based on known or likely risks, demands, strategic priorities, legislative or policy requirements etc. alongside other proposals which are identified as political priorities at the time. To ensure continued flexibility and good governance, the Plan will be reviewed annually to ensure that proposals continue to meet the strategic priorities of the Council. Proposals set out within the 30-year investment plan will be subject to the Council's approved project governance framework, building in further opportunity to review, respond and adapt the Plan to respond to changing needs, circumstances and priorities as they emerge.
- Once proposals have been worked up to Outline Business Case stage and the required funding approved by Council, they will become funded projects on a **6-year rolling delivery programme** which will also be monitored and reviewed regularly in accordance with the approved project governance framework
- The **Medium-Term Financial Plan** seeks to provide a range of scenarios for key variables that are used in long-term budgeting and financial planning. It outlines options for managing the various challenges being developed as part of the investment planning process and the Revenue and Capital Budget process.

Context

Perth and Kinross is at the heart of Scotland's story with significant economic, environmental and social assets. We have a dispersed population of 152,000 people of whom approximately 50% live in and around Perth. The projected population in 10 years' time is only marginally greater with a gradual shift in distribution towards the Perth area but with an increase in the number of older people.

We do however face major challenges. Our economy is broad-based and diverse but with an over-dependence on lower paid and lower skilled jobs in sectors such as tourism, agriculture and hospitality meaning that our weekly wage levels are 9% below the Scottish average. Significant issues in relation to poverty, particularly in-work poverty, across the area have been identified and due to our geography and demography, a growing issue of social isolation in rural areas has highlighted a vital need for better transport and digital connectivity. The local economy has been impacted severely by a number of factors, not least the COVID-19 pandemic and radical innovation and great ambition, along with significant investment will be needed to regenerate the area.

In terms of the Council's infrastructure, we own and manage a large portfolio of physical and digital assets including 1,050 educational and operational properties, 2,400km of roads, 19,000 computers, a wide variety of vehicles and mechanical equipment and numerous parks and greenspace dispersed throughout the City of Perth and our many towns and communities. Our total gross capital budget to 2029 is approx. £640m and supports the delivery of a wide range of projects and programmes including housing new build, capital improvement and maintenance works, roads and infrastructure activities, and major investment in new and enabling capital projects. Given the value and scale of our capital portfolio and the long-lasting impact of our decisions, it is vital that we develop a long-term strategic approach to capital investment to ensure that we have the appropriate assets and infrastructure in place to make Perth and Kinross a better, greener place to live, learn, play, work and visit.

A clear vision and well-defined objectives will help ensure that investment is being directed where it is most needed. Together with our Community Planning Partners we share a common vision:

Creating a confident, ambitious and fairer Perth and Kinross, for all who live and work here.

To support the delivery of this vision, we have five well established, strategic objectives:

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

To support the delivery of these strategic objectives, we are developing an approach, the Perth and Kinross Offer (“The Offer”), which will transform the way we work with our communities, citizens, partners, businesses, employees and other stakeholders; co-creating sustainable and innovative services to deliver better outcomes for the people of Perth and Kinross.

Our Strategic Capital Investment Planning Framework, and in particular the Investment Blueprint, will be integral to the implementation of The Offer. It provides a responsive and flexible framework for identifying and prioritising areas where future investment is required and a consistent and coherent mechanism for assessing investment proposals and optimising the use of public assets and infrastructure across the area.

The structure of the Investment Blueprint focusses on each of the following five overarching principles. Our investment decisions must; -

- mitigate the impact of climate change
- promote inclusive economic growth and a vibrant economy
- promote equality and fairness
- support the delivery of sustainable public services through effective management of our assets
- promote and enhance digital inclusion

In relation to each of the overarching principles, the Blueprint sets out the current risks, challenges and ambitions at this point in time and high-level outputs which will support the achievement of the strategic outcomes associated with each of the principles.

Investment Blueprint				
Investment Principles to shape and inform investment decisions; building the sustainable infrastructure to co-create a better and greener place for people to live, learn, play, work and visit now and for generations to come.				
Investing to: Mitigate the impact of climate change	Investing to: Promote inclusive economic growth and a vibrant economy	Investing to: Promote equality and fairness	Investing to: Support Effective Asset Management	Investing to: Promote and enhance digital inclusion
<i>Decarbonising our assets</i>	<i>Delivering our ambitious Economic Wellbeing Plan</i>	<i>Providing access to affordable housing</i>	<i>Effectively managing our digital and physical infrastructure assets</i>	<i>Delivering High Speed Internet to Everyone</i>
<i>Maximising the efficiency of our property estate</i>	<i>Maximising Community Wealth Building.</i>	<i>Developing locality-based service delivery models: working with and within our communities.</i>	<i>Working together with Communities, businesses and partners to share assets and integrate services</i>	<i>Addressing 'Digital Poverty' Within Our Communities</i>
<i>Encouraging and facilitating Sustainable Transport and Active Travel</i>	<i>Realising tangible benefits from Smart Technology</i>	<i>Optimising the use of our physical and digital assets to improve access to services.</i>	<i>Improving current assets where possible instead of investing in new assets</i>	
<i>Sustainable procurement</i>			<i>Optimising the use of public assets; developing shared facilities rather than single use buildings.</i>	<i>Protecting the Integrity of our Digital Infrastructure</i>
				<i>Ensuring the Integrity of our Business-Critical Systems</i>

Principle: Our investments mitigate the impact of climate change

Our Ambition:

All Council investments will be aligned with the vision and plan for a net zero and climate resilient Perth and Kinross.

The Strategic Challenge

A climate emergency has been declared internationally and recognised by both the UK and Scottish Governments. Addressing this Climate Emergency is one of the biggest challenges, if not the biggest challenge that society faces. The next nine years to 2030 are a crucial window for urgent action to be taken in reducing emissions given the locked in emissions associated with investments made during this time. Under the Climate Change (Emissions Reduction Targets) (Scotland) Act 2019, Perth and Kinross Council has a legal duty to make Perth and Kinross net zero and climate resilient by 2045. The scale of this challenge cannot be underestimated and is made more difficult by the fact that the Council is directly responsible for only 3% of Perth and Kinross's overall CO2 emissions, but indirectly influences approximately 70% through policy and regulation, supply chains and projects.

Our investments will mitigate the impact of climate change

Steps to ensure our investments contribute positively to mitigating the impact of climate change and are aligned with a net zero future

We recognise we need to consider investing in the transformation of existing assets before we invest in new assets, as well as transforming how and where we work in order to support our journey to a net zero future.

1.	<div>Investing in the decarbonisation of our Property Estate We commit to investing in our property estate to work towards a net zero-carbon estate.</div> <div>THE CHALLENGE All buildings to be net zero carbon by 2045 75% reduction in emissions from buildings by 2030. Council's domestic properties gaining EPC level of B or above by 2032.</div> <div>WE WILL:<ul style="list-style-type: none">• ensure, where possible, all new buildings will be built to the Passivhaus or similar standard.• assess all existing buildings and develop a programme for decarbonisation with activities such as external and internal wall insulation and conversion to non-carbon heating sources.• review the efficiency of buildings to ensure they have the appropriate facilities to encourage net zero carbon working.• offset the impact through the use of our greenspace assets, where it is proven that we are unable to reach a net zero-carbon building</div>
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2.	<p>Maximising the efficiency of our property estate We commit, where appropriate, to the rationalisation of our property estate to contribute to our net zero-carbon estate</p> <p>THE CHALLENGE All buildings to be net zero carbon by 2045 A 75% reduction in emissions from buildings by 2030. Council's domestic properties gaining EPC level of B or above by 2032. A property estate comprising many different types of buildings of varying ages and conditions To aid the reduction of our carbon footprint by the appropriate rationalisation of our property estate.</p> <p>WE WILL:</p> <ul style="list-style-type: none"> • develop a property rationalisation toolkit to assist in identifying opportunities for property efficiencies. • work with communities, community planning and third sector partners, and external parties to share property assets. • work towards setting minimum occupancy standards for our buildings: where buildings are under-occupied, they will be subject to review to ensure we maintain the efficiency of the estate. • offset the impact, where it is proven that we are unable to reach a net zero-carbon building, we will aim to utilise our greenspace assets to assist in this process.
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3.	<p>Decarbonisation of our Operational Fleet We commit to transitioning all our operational fleet to be non-carbon based by 2035.</p>
	<p>THE CHALLENGE To transition our small vehicle fleet to non-carbon by 2025 including supporting infrastructure. To transition the remainder of our operational fleet to non-carbon by 2035 with supporting infrastructure.</p> <p>WE WILL:</p> <ul style="list-style-type: none"> • ensure all new additions to the Council’s small fleet from 2025 will be non-carbon. • invest in supporting infrastructure to optimise the efficient use of these vehicles. • ensure all new additions to the Council’s remaining fleet from 2030 will be non-carbon. • invest in supporting infrastructure to optimise the efficient use of these vehicles. • reduce our reliance on private vehicles for business use • ensure that where a suitable zero emissions vehicle does not yet exist, we will consider whether alternative procurement methods can be utilised to avoid locking into a carbon-based solution and offset the residual carbon (utilising our greenspace assets).
4.	<p>Encouraging and Supporting Sustainable Transport and Active Travel We commit to the reduction of Perth and Kinross’s emissions through investment in sustainable transport and active travel.</p> <p>THE CHALLENGE To transition from our reliance on carbon-based transport to more sustainable methods and to encourage our communities and businesses to adopt active travel.</p> <p>WE WILL:</p> <ul style="list-style-type: none"> • work with partner organisations to invest in our sustainable transport infrastructure such as electric vehicle charging points. • work with partner organisations to support ongoing development and innovation in sustainable transport infrastructure such as the potential for hydrogen fuelled vehicles. • continue to seek funding for the delivery of the ambitious Perth, People, Place cycleway network. • work with partner organisations to continue to deliver on our active travel plans. • continue to identify and invest in our public transport network infrastructure including Park and Ride facilities • work with communities to develop the transport solutions they need.

5.	<p>Investing in Sustainable Procurement Wherever possible we will procure from suppliers who can demonstrate their commitment to addressing the climate emergency.</p> <p>THE CHALLENGE To ensure our procurement processes drive sustainable investment To ensure our funding is derived from an ethical source.</p> <p>WE WILL:</p> <ul style="list-style-type: none"> • align with industry best practice to establish sustainability targets for the delivery of our investment projects. • work with our suppliers to help them accelerate their transition to net zero carbon • review our procurement process to develop a more circular approach to project delivery.
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Principle: Our investments will promote inclusive economic growth and a vibrant economy for Perth and Kinross

Our Ambition

To support economic growth by strategically investing in our economy in a manner that narrows the income inequality gap and addresses future challenges.

The Strategic Challenge

The Fraser of Allander Institute (Scottish Cities Outlook 2021) has identified several challenges the Scottish economy will face unless clear and decisive action is taken to boost productivity capture the benefits of technological change transition to net zero carbon invest in our places and tackle inequalities. Against these 5 challenges the perceived outlook for Perth city and the wider area, is not positive. Whilst our economy performs well in several key sectors, it is weaker compared with others in respect of higher paying, higher skilled jobs. The Fraser of Allander report also suggests around 29% of jobs across Perth and Kinross are at risk from rapid advances in automation, with the biggest reductions in retail; accommodation; food services; and manufacturing jobs. The Regional Economic Strategy and our ambitious Perth and Kinross Economic Wellbeing Plan set out the investment in people, business and place we believe is now required.

Our investments will promote inclusive economic growth and a vibrant economy for Perth and Kinross

Steps to ensure our investments promote inclusive economic growth and a vibrant economy for Perth and Kinross

We recognise that the Perth and Kinross economy faces significant challenges in adapting to a digital and data economy and a new trading environment. Our economic development investment choices are therefore critical to our economic recovery and growth

1.	<div>Investing in delivering our ambitious Economic Wellbeing Plan We commit to delivering the ambitious capital investments proposed in the Economic Wellbeing Plan to support long term sustainable growth.</div> <div>THE CHALLENGE Positioning Perth and Kinross as a competitive location for technology-driven jobs thereby helping to lift average weekly wages over time. Ensuring Perth and Kinross has a ready supply of serviced employment land and fit-for-purpose energy efficient commercial spaces by addressing long-term market failure, particularly to support new economy jobs. Repurposing town and city centres to become destinations of choice for a more balanced mix of work, retail, leisure and cultural activities. WE WILL:<ul style="list-style-type: none">• support capital investment in our own, and privately owned, vacant or under-utilised properties to ensure they are “right purposed” for the future, contributing to a sustainable economic vibrancy.• when necessary, invest in new business infrastructure directly or in partnership with the private sector.• seek to secure additional grant support from the Scottish and UK Governments over and above projects funded through the Tay Cities Deal.</div>
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2.	Investing to maximise Community Wealth Building We commit to work as an organisation and with our partners to maximise Community Wealth Building.
	THE CHALLENGE To maximise local employment and create larger and more diverse business base ensuring that wealth is locally owned and benefits local people. WE WILL: <ul style="list-style-type: none"> • use our spend to encourage and support a growing, diverse and resilient local business base and to support our net zero carbon ambitions. • support the regeneration and development of our communities by working with them to target investment in our land and assets. • invest locally and encourage regional and national institutions to invest in our communities. • support the creation and sustainability of a range of business models including SMEs, social enterprise, employee ownership, cooperatives, municipal activity and community enterprises.
3.	Realising the Benefits of Smart Technology THE CHALLENGE To ensure that we maximise the opportunities offered by smart technology. WE WILL: <ul style="list-style-type: none"> • continue to work with partner organisations to invest in smart technology such as street lighting sensors. • continue to invest in realising the opportunities presented by the data from smart technology.

Principle: Our investments will promote equality and fairness in Perth and Kinross

Our Ambition:

To work together with and within our communities to address inequalities and create a fairer Perth & Kinross for all.

The Strategic Challenge

To ensure that our investment decision making is fair and equitable and has maximum impact in terms of reducing inequalities across Perth and Kinross.

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Our investments will promote equality and fairness in Perth and Kinross

Steps to ensure our investments contribute positively to promoting equality and fairness in Perth and Kinross

We recognise that we need to work differently, in closer partnership with our communities and public, private and third sector partners to effect real and sustainable change to address inequalities

1.	Investing to provide access to Affordable Housing We commit to delivering our ambitious Strategic Housing Investment Plan
	THE CHALLENGE To deliver good quality affordable housing of the right size, type and location to meet the housing needs of our communities. WE WILL: <ul style="list-style-type: none">• deliver our New Council House Build programme.• deliver our Buy Back scheme• deliver our Capital Housing Investment programme to ensure properties are of a high standard and reduce the impact of fuel poverty on communities• work with Health and Social Care partners to support the delivery of housing options that enable people to live independently at home• deliver our programme of major adaptations to enable vulnerable people to remain in their homes, reducing the need for specialist accommodation.

2.	<p>Investing in localities: working with and within our communities.</p> <p>-</p> <p>We commit to working with local communities to develop new and innovative models of service delivery designed to better meet their needs</p>
	<p>THE CHALLENGE</p> <p>To organise our assets and workforce to be more aligned with and responsive to the needs of our localities</p> <p>WE WILL:</p> <ul style="list-style-type: none"> • use data insight and analysis to align our investments with our new ways of working to deliver an integrated, flexible model of service delivery designed around people and place with a focus on enabling supportive and inclusive communities • foster Community empowerment and collaborative decision-making whereby communities are heard and empowered to make and influence investment decisions affecting their community.
3.	<p>Investing in physical and digital assets to improve access to services.</p> <p>We commit to ensuring equal access to services both physical and digital</p>
	<p>THE CHALLENGE</p> <p>To overcome the challenges of our rural geography and ensure everyone has equal and fair access to services, not determined by where they live or how connected they are</p> <p>WE WILL:</p> <ul style="list-style-type: none"> • address issues with data poverty by ensuring that everyone has access to online services through investment in digital connectivity as well as digital skills • continue to work with partner organisations to invest in supporting all our communities and caring for our more vulnerable citizens through shared premises, community hubs and new models of service delivery. • work with communities to develop the transport solutions they need. • invest in and enable community asset transfers to give greater control and influence to communities

Principle: Our investments will support the delivery of sustainable public services through effective management of our assets

Our Ambition:

Our digital and physical infrastructure assets can deliver the services our communities need in the way that they want them.

The Strategic Challenge

We have a large digital and physical infrastructure asset portfolio. Significant investment is required to manage these assets. We need to better understand the totality, suitability and condition of our asset base and assess this against our future requirements as determined by the longer-term strategic vision for our communities. In addition, we need to consider our asset base in the context of Community Asset Transfer, One Public Estate and hybrid working.

Our investments will support the delivery of sustainable public services through effective management of our assets

Steps to ensure we have effective and efficient management of our digital and physical infrastructure assets

We will embrace the principles of the Christie Commission and adhere to industry best practice in terms of how we manage our public assets.

1.	<p>We will continue to work to ensure our digital and physical infrastructure assets are effectively managed. We commit to continuing to apply best practice asset management principles to our digital and physical infrastructure assets.</p> <p>THE CHALLENGE To establish the condition of our assets To maintain all our digital and physical infrastructure assets to agreed levels.</p> <p>WE WILL:</p> <ul style="list-style-type: none">• continue to develop asset management strategies and plans – including agreed performance levels.• continue to assess and measure the condition of our assets• develop asset life cycle maintenance plans for our digital and physical infrastructure assets to better understand long term funding requirements
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2.	<p>Working with Communities, Public, Private and Third Sector partners to deliver better outcomes through integrated service provision and asset sharing.</p> <p>We commit to developing any partnership working opportunities associated with our investment proposals and to putting the principles of 'Place' (such as 20-minute neighbourhoods) at the heart of our investment decision making.</p>
	<p>THE CHALLENGE</p> <p>Our assets are currently used predominately by Council staff to deliver Council services. We need to rationalise our overall property estate to reduce costs and deliver more integrated ways of working with our communities and partners.</p> <p>WE WILL:</p> <ul style="list-style-type: none"> • utilise local place plan tools such as the Place Standard to better understand the assets available within each community, any gaps in provision and the outcomes our communities need and want. To support this approach, an 'Asset Sharing' protocol will be developed with communities and partners to realise the greatest benefit from our investments and assets. • invest in and enable community asset transfers to give greater control and influence to our communities.
3.	<p>We will enhance, re-purpose or maintain existing infrastructure wherever possible before developing options for new infrastructure.</p> <p>We commit to not investing in like-for-like replacement of existing assets nor to the construction of new, single organisation/purpose assets wherever possible: instead, our investment choices will favour the development of shared facilities. Furthermore, we commit to investing in new infrastructure only where it has been evidentially demonstrated this is the most appropriate investment choice.</p> <p>THE CHALLENGE</p> <p>To consider investment proposals holistically to maximise the return on investment</p> <p>WE WILL:</p> <ul style="list-style-type: none"> • work with all stakeholders to realise all potential benefits and opportunities of any investment proposal. • identify those buildings which can be effectively enhanced or re-purposed, in order to maximise the efficiency of our property estate, • assess all existing buildings to allow the development of a decarbonisation programme through activities such, external and internal wall insulation

Principle: Our investments will promote and enhance digital inclusion

Our Ambition:

That all our communities and businesses maximise the benefits afforded by digital inclusion.

The Challenge

To be a leading digital area, committed to driving maximum improvement in customer value and organisational change through technology.

Our Investments will promote and enhance digital inclusion

Steps to ensure we contribute to making Perth and Kinross Scotland's most digital council

We will continue to invest in digital infrastructure to create a One Council approach to developing our services and engagement with our citizens and communities. We will continue to address the challenges of our rural geography and ensure everyone has equal and fair access to services, not determined by where they live or how connected they are.

1.	Delivering High Speed Internet to Everyone THE CHALLENGE To ensure everyone has access to high-speed internet services WE WILL: <ul style="list-style-type: none">• continue working with partner organisations to invest in high-speed internet access for all our communities and businesses through activities such as the Local Full Fibre Networks programme.
2.	Addressing 'Digital Poverty' Within Our Communities THE CHALLENGE To ensure everyone has access to digital devices WE WILL: <ul style="list-style-type: none">• ensure digital devices are available to use for those who cannot afford them• work with our communities to invest in buildings and digital hardware and software to ensure that connectivity and devices are available within the general community for those who need them.
3.	Ensuring the Integrity of our Digital Infrastructure THE CHALLENGE To ensure that our digital estate is properly licenced and remains as secure as is possible. WE WILL: <ul style="list-style-type: none">• ensure that all our hardware and software is properly licenced.• ensure that our digital hardware and software is fit for purpose and as secure as possible.

4.	<p>Ensuring the Integrity of our Business-Critical Systems</p> <p>THE CHALLENGE To ensure that our business-critical systems remain fit for purpose and resilient.</p> <p>WE WILL:</p> <ul style="list-style-type: none"> • ensure that all our business-critical systems are properly procured and licenced. • continue to invest in our business-critical systems to enable us to share data confidently and securely across the Council and, where appropriate, with partners. • invest in data and analytic improvements, tools and skills to make sure we can optimise value from our data to improve services.
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PERTH & KINROSS COUNCIL

6 October 2021

CAPITAL BUDGET 2021/22 – 2028/29 UPDATE

**Report by Interim Chief Executive and Head of Finance
(Report No. 21/181)**

PURPOSE OF REPORT

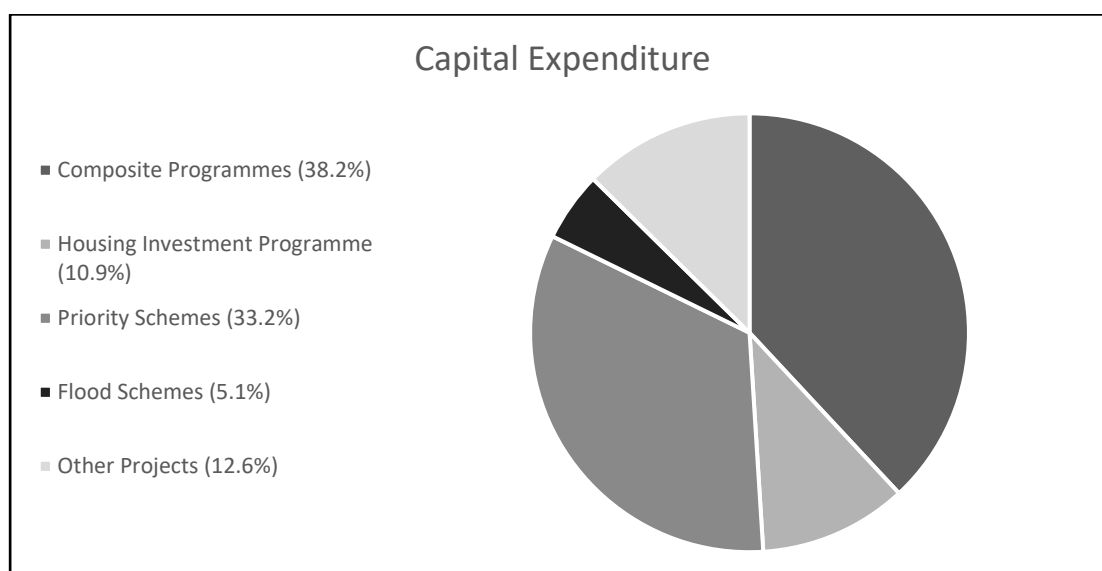
This report provides an update on the Capital Budget approved on 30 September 2020 and sets out two options for progressing the budget in light of significant cost pressures and uncertainty currently being experienced in the construction sector. The report also introduces two additional Capital proposals for consideration.

1. BACKGROUND

- 1.1. On 30 September 2020, the Council approved that the following Capital projects were progressed (Report No. 20/175 refers) along with their identified funding solutions.
 - Perth High School
 - Perth City Hall
 - Blairgowrie Recreation Centre
 - Balhousie / North Muirton Primary School
- 1.2. In addition, the Council instructed officers to identify funding options for the PH20 proposal.
- 1.3. On 16 December 2020, the Council agreed adjustments of £3.3 million to the approved Capital Budget to allow the Perth City Hall project to move to financial close (Report No. 20/256 refers).
- 1.4. On 31 March 2021, the Council agreed to transfer £400,000 from the Investment in Learning Estate budget to the North Muirton / Balhousie School replacement budget to facilitate the tender process (Report No. 21/41 refers).
- 1.5. On 1 September 2021, the Strategic Policy & Resources Committee considered an update on the Composite Capital Budget 2021/29 & Housing Investment Programme 2021/26 (Report No. 21/147 refers). This update included a detailed breakdown of the Capital Budget by project and programme across financial years based upon current estimates. It also reflected the impact of Covid-19 and the virtual shutdown of the construction sector in Scotland upon the planned delivery of the Council's capital programme in the current year.

Capital Budget Overview (Expenditure & Funding)

- 1.6. The Council's approved Gross Capital Budget over the eight-year period 2021/22 -2028/29 totals approximately £640 million. This comprises approximately £570 million of planned General Fund (Non-Housing) expenditure and £70 million on the five-year 2021/22- 2025/26 Housing Investment Programme. The current allocation of this expenditure is summarised in the following chart.

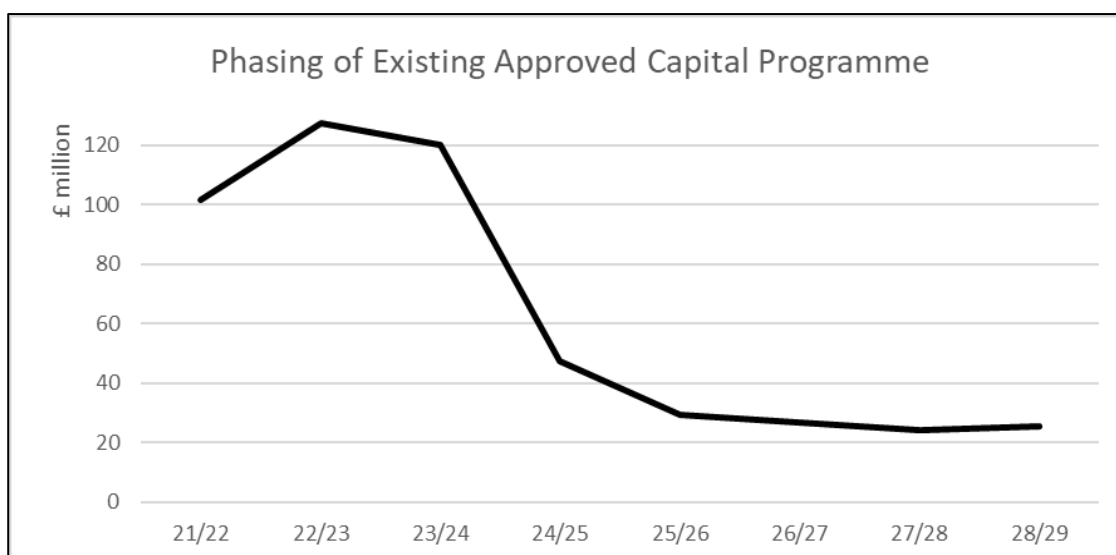


- 1.7. The approved Capital Budget is split between funding for individual projects and programmes of works to enhance the condition of the Council's existing assets and infrastructure. The allocation of funding between projects and programmes is shown in Table 1 below:

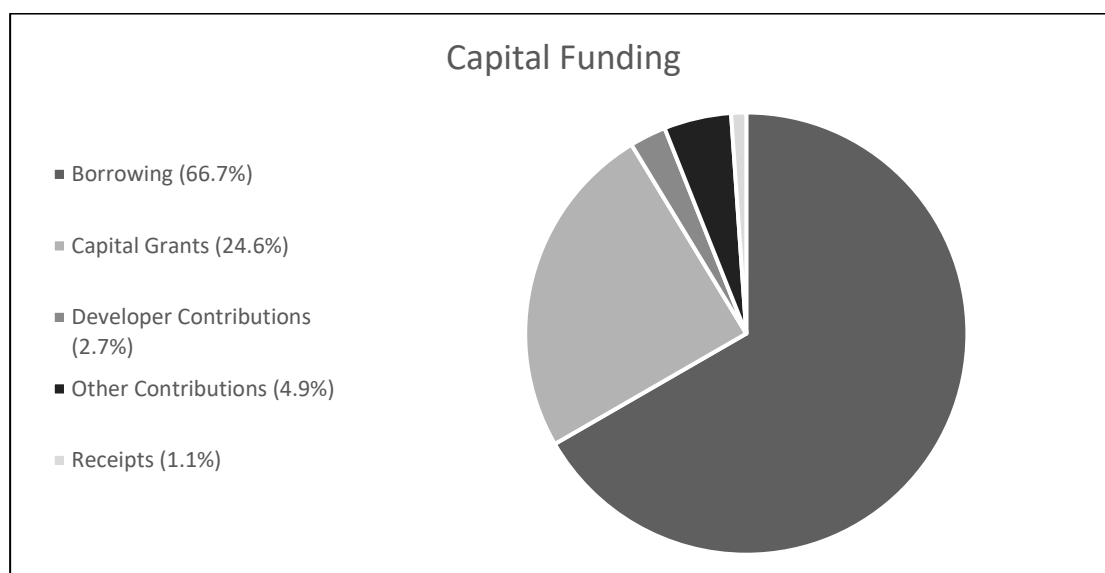
Table 1: Allocation of Gross Capital Budget (2021/22 – 2028/29)

	£M	%
Housing Investment Programme	70.0	11%
Composite Capital Programmes	243.5	38%
Flood Prevention Schemes	32.8	5%
Priority projects, detailed in report of 30/9/20	212.7	33%
Other Approved Projects	80.8	13%
TOTAL	639.8	100%

- 1.8. The current profiling of expenditure within the approved Composite Capital Budget is heavily front loaded in line with the anticipated delivery of projects. The graph below illustrates the profile of the Council's £570 million Gross Composite Capital Budget over the period 2021/22 to 2028/29, assuming all existing projects and programmes are approved and delivered as anticipated. It should, however, be noted that the budget profile is indicative only, as it does not, at this time, reflect the full impact of Covid-19 and current inflationary pressures on expenditure in the current year or the potential consequential impact upon project delivery in future years.

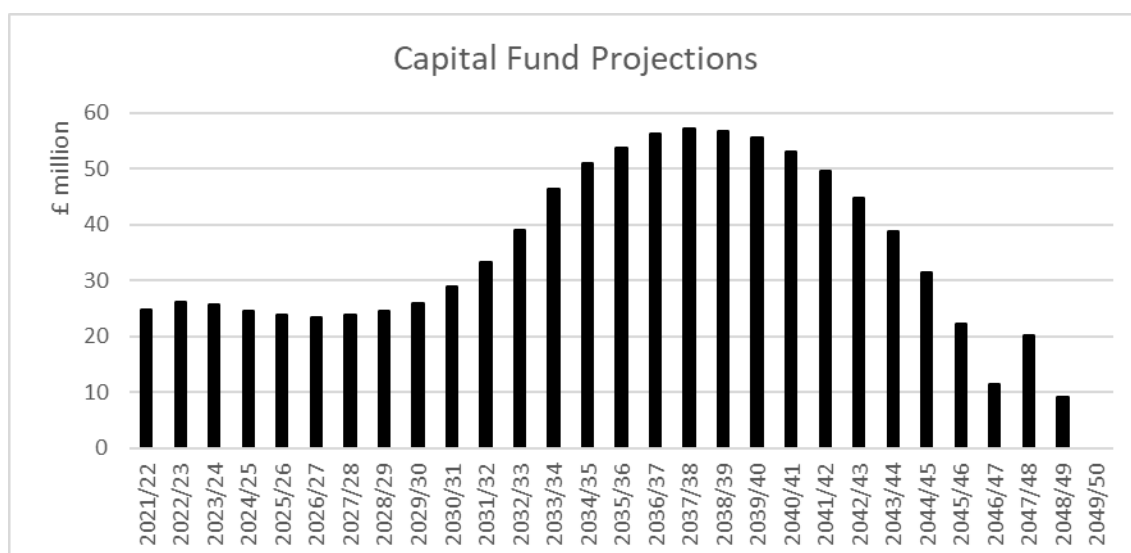


- 1.9. The Capital Budget is funded by borrowing, grants, external contributions and receipts which is set out in the following graph.



- 1.10. The Capital Budget is largely reliant on the Council undertaking long-term borrowing to take forward the totality of the programme. This borrowing is managed through the Council's Loans Fund with the annual budgeted revenue cost included in the Loan Charges Budget, which currently amounts to around £13 million per annum.
- 1.11. Despite the Council incurring significant Capital expenditure in recent years, the Loan Charges budget has remained relatively static. To support Capital expenditure, the Council has an approved policy of treating in-year movements in loan charges as either a contribution to, or from, the Council's Capital Fund which is regularly reported to either Council or the Strategic Policy & Resources Committee.

- 1.12. 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.
- 1.13. As at 31 March 2021, the balance on the Capital Fund was **£27.944 million** and, using current assumptions / approved budgets, is projected to peak at around **£57 million** in 2037/38. This is set out in the following graph.



- 1.14 These current projections of the Capital Fund show that it can be applied to support Loan Charges until 2048/49, at which time an additional recurring expenditure pressure of approximately £10 million per annum emerges which will require to be financed. This position will be kept under review. However, given the level of uncertainties and unknowns over this time period, it is considered that no immediate action is required in order to address the projected Loan Charge budget deficit in subsequent years.
- 1.15 For financial planning purposes, and to build in some capacity to manage those factors which could influence the future balance on the Capital Fund such as movements in interest rates, phasing of capital expenditure and potential variations in capital grant funding, it is assumed that up to £50 million of capital expenditure capacity can be funded by applying the Capital Fund over a number of years.

2. STRATEGIC CAPITAL BUDGET OVERVIEW

- 2.1 Strategic capital investments are often generational in their impact, creating, for example, the infrastructure to support our communities for decades to come.
- 2.2 Funding such investments represents a long-term commitment of public money and therefore must comply with the Council's duty to meet Best Value Capital investment decisions should also support the delivery of the Council's strategic objectives and deliver better outcomes across Perth and Kinross.

- 2.3 In addition, if approved, the principles included in the Investment Blueprint which forms part of the Investment Blueprint report (considered earlier on the agenda for this Council meeting) (Report No. 21/180 refers) will support better informed decision making and alignment with the Council's strategic objectives taking account of the key challenges facing the Council.
- 2.4 A number of strategic financial pressures have been identified as having a material impact on the development of future years Capital Budgets and these are set out in more detail below.

Economic Wellbeing Plan

- 2.5 On 31 March 2021, the Council approved the Economic Wellbeing Plan (Report No. 21/37 refers). This Plan was co-produced with enterprise support network organisations to assist economic recovery as a result of the impact of Covid-19.
- 2.6 The overall cost of delivering the Economic Wellbeing Plan to 2024 is estimated to be in the region of £490 million (with further Capital expenditure beyond 2024). The Capital expenditure identified in the Plan is already largely secured through the Council's current budget, the Tay Cities Deal and other sources with the principal exception being the Perth Eco Innovation Park. Currently approximately **£20 million** of the Plan remains unfunded (£15 million of Capital and £5 million of Revenue).
- 2.7 Following approval of the Economic Wellbeing Plan, the Fraser of Allander Institute prepared an Economic Outlook for the Scottish Cities Alliance in May 2021. This supports the officer assessment, which was included in the elected member briefings in August / September 2021 that, without intervention, the local economy in Perth and Kinross faces significant economic challenges. It also highlights:
- the real and longer-term impact of Covid-19 is not yet known
 - that technological change is integral to growth
 - major investment is required to transition to a net zero carbon economy through more rapid technological change with a knowledge economy focus
 - the demographic challenges arising from a well-documented ageing population
 - inequalities have widened requiring a focus on inclusive growth which tackles both inequalities in outcomes but also in opportunities.
- 2.8 Going forward, the Council may wish to consider additional investment proposals over the short to medium term which will help address the economic challenges identified and support sustainable and inclusive economic growth.

Climate Change

- 2.9 On 19 June 2019, Council passed a Motion that committed it to leading by example in accelerating the transformational change required to address the Climate Emergency, which had been declared by both the UK and Scottish Parliaments earlier that year.
- 2.10 On 18 December 2019, the Council approved an Interim Climate Emergency Report and Action Plan (Report No. 19/362 refers).
- 2.11 On 30 August 2021, the Council agreed to the establishment of a Climate Change Commission (Report No. 21/142 refers) which will provide scrutiny and oversight to Perth and Kinross's Climate Change Plan, which is currently scheduled to be considered by Council on 15 November 2021.
- 2.12 Legislation has been introduced by the Scottish Government that will aim to ensure Scotland reaches net zero greenhouse gas emissions by 2045. There are also a range of challenging intermediate targets and a further possibility that these targets will be accelerated by legislation.
- 2.13 As the Council strives to decarbonise, this will undoubtedly mean significant additional investment will be required. However, it must also be noted that there are major, current and proposed, national funding sources available and the Council must ensure it is in a position to fully capitalise on these.

Construction Sector Issues

- 2.14 Currently, there are significant inflationary pressures on the construction sector. These pressures are a result of the significant increase in demand for materials and labour following periods of lockdown. Furthermore, Covid-19 is having an impact on manufacturers' capacity to respond to increased demand while logistical constraints are further compounding the situation. These factors are also contributing to significant inflationary pressures on the raw materials and labour resources required across the construction sector.
- 2.15 Uncertainty is also being encountered in the supply chain whereby materials that previously were available on demand are now subject to delays of many weeks / months.
- 2.16 It is anticipated that the issues facing the construction sector identified above will lead to material shortages impacting on the deliverability of Capital projects and increased tender costs. Currently, inflationary increases in the range of 10% to 20% are being anticipated.
- 2.17 Based on an approved Capital Programme of £570 million, this could result in additional costs of between approximately **£60 million** and **£120 million**.

3. UPDATE ON CAPITAL PROJECTS APPROVED IN SEPTEMBER 2020

- 3.1 The significant uncertainty over tender prices, as set out above, means that it is extremely difficult to predict the outcome of final tenders. Given that some projects are not at the stage of being tendered, at this time there is no further update on the potential tender costs of Perth High School and Blairgowrie Recreation Centre. The indicative costs identified in September 2020 reflect both increases in specification and the move to Passivhaus standards which will deliver low-carbon, energy efficient buildings, compliant with the net zero public sector building standard. These indicative costs remain in place and are set out in Table 2 below.

Table 2: Update on Previously Approved Capital Projects

	Current Budget (£m)	Sept 2020 Estimate (£m)	Additional Funding Required (£m)
Perth High School Replacement	50.0	58.3	8.3
Blairgowrie Recreation Centre	15.1	24.0	8.9
TOTAL			17.2

- 3.2 At this time, it is not proposed to increase the budget for these projects. With the market volatility described earlier in the report, there remains a significant risk that the cost estimates for these projects may increase and that the Council is required to apply further resources or revisit specifications to take these projects forward. If this is the case, this will be considered in future updates to the Capital Budget. The impact of trends in the construction market upon the delivery of the Council's Capital Budget will remain under review.
- 3.3 The North Muirton / Balhousie Replacement Primary School project is due to reach financial close later in 2021. The latest cost estimate has, however, increased to £19.9 million, an increase of **£3.5 million** on the current approved budget, reflecting the market volatility currently being experienced.
- 3.4 On 30 September 2020, Council instructed officers to "identify possible funding solutions to enable the PH20 project to be considered as part of the 2021/22 budget process" (Report No. 20/175 refers).
- 3.5 Considerable work has been undertaken to take this project forward including the development of a Strategic Outline Case, which was shared with elected members following a briefing session in September 2021.
- 3.6 Given the complexity of the project and the proposal to build to low carbon standards, exact, detailed costings for the PH20 project are not yet available. However, for financial modelling purposes the figure of **£70 million** has been used.

4. IMMEDIATE CAPITAL BUDGET PROPOSALS

- 4.1 Two proposals have emerged since the Capital Budget was last considered by Council in full in September 2020. The financial implications of these are set out in Table 3 with further explanatory narrative below.

Table 3: Immediate Capital Budget Proposals

	£m
Invergowrie Pupils / Harris Academy	4.2
Information Technology/Digital Capacity	15.9
TOTAL	20.1

Invergowrie Pupils / Harris Academy

- 4.2 Dundee City Council has advised that Harris Academy is now at capacity and unable to accommodate pupils from Invergowrie Primary School from August 2023. Invergowrie Primary School is currently within the catchment area for Perth High School, but Invergowrie catchment pupils are awarded entitled status to attend Harris Academy by Dundee City Council and almost all pupils opt to attend Harris Academy from S1 onwards. The pupils from Invergowrie Primary School would only be entitled to attend Perth High School as their catchment school if their entitled status were to change. Pupils from Invergowrie are within the statutory walking distance to Harris Academy, therefore there are currently limited transport costs for Perth & Kinross Council. Transport will require to be provided to pupils attending Perth High School from the Invergowrie Primary School catchment area.
- 4.3 It has been proposed, as an alternative to transporting pupils, that Perth & Kinross Council provide Capital funding in the region of **£4.2 million** to fund an extension to Harris Academy. This would increase capacity and allow Invergowrie pupils to continue to attend Harris Academy. Dundee City Council has confirmed that they will meet the additional revenue costs of the additional classrooms (teachers, property costs, supplies & services etc.). As with the Council's own Capital projects, this initial cost estimate may require to be reviewed as the project progresses.
- 4.4 The cost of transporting pupils to Perth High School is estimated at £120,000 per annum. Over 50 years, the cost of transport is estimated to be £13.7 million (assuming 3% inflation) compared to borrowing of £8.3 million of the extension over the same time period. Furthermore, there will be benefits to the young people of Invergowrie Primary School who will not be required to undertake the journey from Invergowrie to Perth High School which would lengthen the school day for pupils requiring a 55-minute journey by bus each way. There will also be environmental benefits with less buses required to provide transport.
- 4.5 Dundee City Council will make a final decision on their statutory consultation in late October. If Perth & Kinross Council does not approve the funding of an extension for Harris Academy, it is likely that Dundee City Council will revise

the catchment area and admission criteria for Harris Academy which will remove the entitlement for Invergowrie pupils from Perth and Kinross to attend. Perth and Kinross pupils from Invergowrie Primary School catchment area will then only be entitled to attend Perth High School as their catchment school from August 2023.

Investment in Information Technology/Digital Capacity

- 4.6 The events of the last 18 months have further reinforced how essential it is for the Council to continue to invest in Information Technology and digital skills. The Council's investment in online services, mobile working and data and analytics has been funded from the capital budget, paying for systems, licensing and staffing costs. This is the first opportunity for elected members to make the investment in long term capital provision which reflects the Council's ongoing reliance on IT capacity, digital skills and MS products.
- 4.7 Microsoft licensing is a rolling programme which delivers core resources to underpin current delivery of front-line services, learning and teaching and ICT infrastructure, as well as enabling future business improvements. Budgetary provision beyond 2024/25 does not yet fully reflect our move to a MS 365 licensing environment.
- 4.8 Budgetary provision for IT staff programmers and developers is available until March 2022. Continuing investment in these IT and digital skills is essential for the development and maintenance of our Mobile Working and Online Services platforms and more widely to support our digital developments across the Council. This coincides with a time of significant change in the use and demand for digital services across the Council. It will also support the Council's developing approach to hybrid working.
- 4.9 Investment in digital, data and Microsoft Licenses will enable fit for purpose ICT infrastructure to support the delivery of new ways of working and provide flexibility and innovation to support smarter working. It will also provide a step change in our ability to use data to inform decision making and target service delivery to better deliver outcomes for citizens and customers (both internal and external). It will also drive service improvements through process redesign. The estimated budget shortfall in the current approved budget amounts to **£15.9 million** for the period through to 2028/29. It is therefore proposed to increase the budget by this amount to provide certainty over the medium term.

5. OPTIONS FOR TAKING FORWARD THE CAPITAL BUDGET

- 5.1 Since the Council last approved the Capital Budget on 30 September 2020 (Report No 20/175 refers), there have been significant developments including more understanding of the impact of Covid-19 and pressures in the construction sector. As a result, officers have developed two options to take forward the Capital Budget which have been shared with elected members through a series of briefings.

- 5.2 The first option is that the Council takes forward the decisions of September 2020 as well as the immediate pressures identified above (Option A). The second option is that the Council only deals with the immediate issues identified by officers above and takes time to ensure that the Capital Budget remains fit for purpose (Option B). The remainder of this section sets out the risks and benefits in relation to each option as well as the financial implications.
- 5.3 Both these options may result in additional expenditure pressures which would compound the existing structural deficit on the Revenue Budget that officers are working to resolve.

Option A: September 2020 Decisions and Immediate Pressures

- 5.4 This option would require the Council to identify **£110.8 million** of additional Capital resources to take forward the projects listed in the table below. Both the cost estimates for and funding required to deliver these projects is subject to review and may require to be increased as projects progress to detailed design, tender and delivery.

Table 4: Summary of Option A

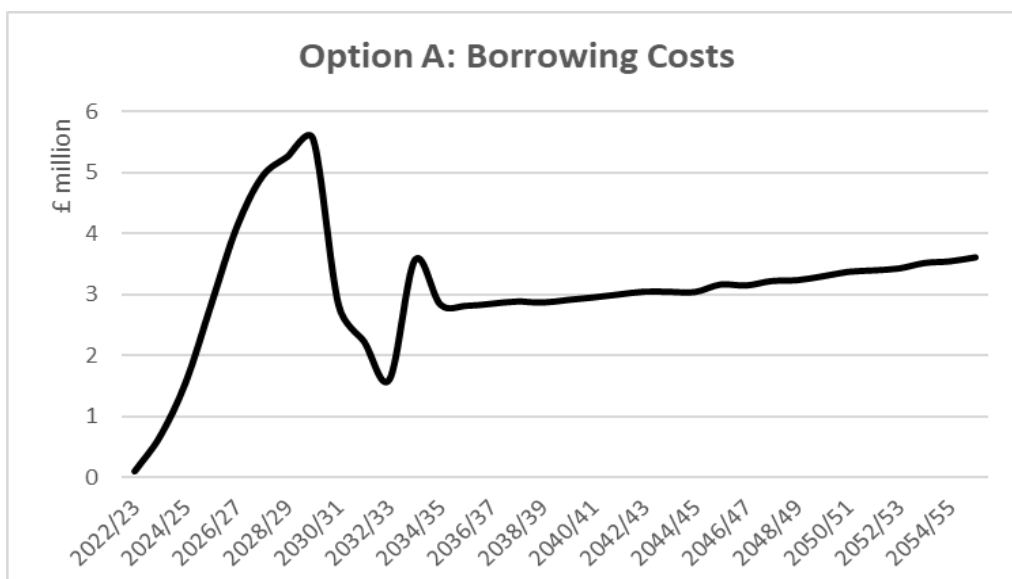
	£'m
Perth High School Replacement (para. 3.1)	8.3
Blairgowrie Recreation Centre (para. 3.1)	8.9
North Muirton / Balhousie Primary School (para. 3.3)	3.5
PH2O Proposal (para. 3.6)	70.0
Invergowrie Pupils / Harris Academy (para. 4.3)	4.2
Investment in Information Technology/Digital Capacity (para. 4.7)	15.9
TOTAL	110.8

- 5.5 To provide an indication of the financial impact of Option A, the following phasing of Capital expenditure has been assumed –

Table 5: Phasing of Option A Capital Expenditure

22/23 £m	23/24 £m	24/25 £m	25/26 £m	26/27 £m	27/28 £m	28/29 £m	Total £m
8.7	17.1	30.6	35.7	12.6	3.0	3.1	110.8

- 5.6 The borrowing costs of Option A are set out in the following graph. The graph reflects the phasing of expenditure along with the type of asset being financed i.e. IT expenditure is financed over a shorter period (5 years). The cost of borrowing peaks at £5.5 million per annum in 2029/30 and settles at around £3 million per annum from 2034/35 until the loans are repaid.



5.7 Option A fully complies with the direction set by Council at the meeting of 30 September 2020 (Report No 20/175 refers). It deals with the projects identified last year (at September 2020 prices and therefore inflationary costs are not fully reflected), as well as the immediate (time critical) pressures that have emerged since then.

5.8 However, Option A makes no additional provision for the strategic financial pressures facing the Council over the medium term in relation to climate change, economic regeneration and potential construction inflation across the existing approved Capital Budget. In addition, it does not recognise new and emerging community needs and priorities in light of Covid-19 and which may be identified through the Perth and Kinross Offer.

Option B: Focus on Immediate Pressures Only

5.9 This option would require the Council to identify **£23.6 million** of additional Capital resources to take forward the projects listed in Table 6 below.

Table 6: Summary of Option B

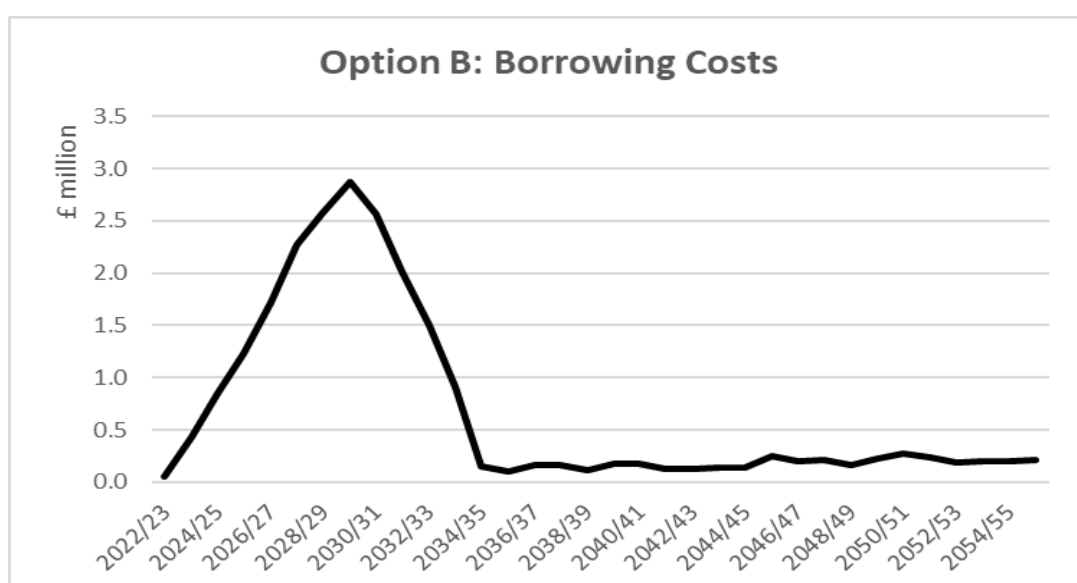
	£'m
North Muirton / Balhousie Primary School (para.3.3)	3.5
Invergowrie Pupils / Harris Academy (para 4.3)	4.2
Investment in Information Technology/Digital Capacity (para. 4.7)	15.9
TOTAL	23.6

- 5.10 To provide an indication of the financial impact of Option B, the following phasing of Capital expenditure has been assumed –

Table 7: Phasing of Option B Capital Expenditure

22/23 £m	23/24 £m	24/25 £m	25/26 £m	26/27 £m	27/28 £m	28/29 £m	Total £m
3.7	7.1	1.7	2.4	2.6	3.0	3.1	23.6

- 5.11 The borrowing costs of Option B are set out in the following graph. Consistent with Option A, the graph reflects the phasing of expenditure along with the type of asset being financed. The cost of borrowing peaks at £2.9 million in 2029/30 and settles at around £160,000 from 2034/35 until the loans are repaid.



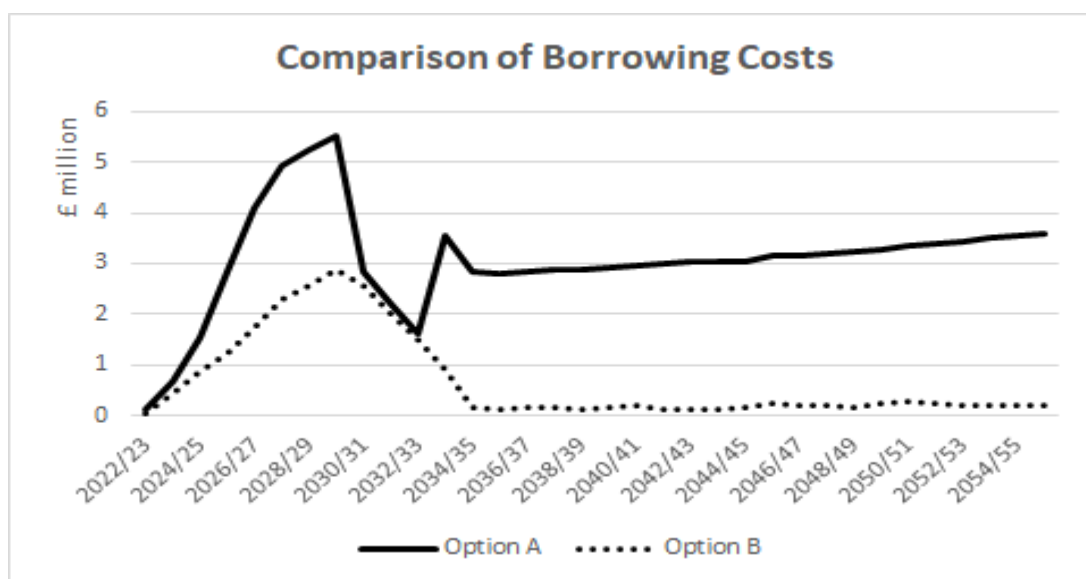
- 5.12 This option would only seek approval from Council on those Capital expenditure proposals that are considered by officers to require an immediate decision. In particular, the decision on whether to fund the extension of Harris Academy is likely to be a key factor in Dundee City Council's own consideration of the catchment area and admission criteria for Harris Academy later in October. It will also ensure that the Council has the resources to continue its digital approach.
- 5.13 It would provide a strategic approach to capital investment planning, supporting the development of a longer-term vision alongside a short term funded delivery programme.
- 5.14 It would also allow the Council to apply the principles of the Investment Blueprint, if agreed, enabling better alignment of planned investment with the needs of communities; addressing the key challenges facing the Council and our communities and responding to:

- mitigate the impact of climate change
- promote inclusive economic growth and a vibrant economy
- promote equality and fairness
- support the delivery of sustainable public services through effective management of our assets
- promote and enhance digital inclusion

5.15 Option B takes account of the significant change in circumstances since September 2020 including the degree of uncertainty and volatility in the construction market. The proposed approach is consistent with Scottish Government guidance on which advises taking steps to review the feasibility and commercial viability of projects in development. It also addresses the immediate investment decisions the Council must take and enables the Council to consider priorities in respect of economic recovery, climate change and emerging community needs which may be identified through the Perth and Kinross Offer. Furthermore, it reinforces a shift in the change in culture to use a strategic planning approach to capital investment decisions. Finally, it provides the opportunity to fully realign the Revenue and Capital Budgets to ensure that the full impact of decisions are understood.

5.16 There will always be inherent risks in making long term financial commitments in respect of Capital projects. However, given the strategic financial pressures identified within this report including market volatility, uncertainty over supplies of material and labour, climate change and the impact of Covid-19, the level of uncertainty and risk is significant. Therefore, it is proposed that the Option B is taken forward, and that, for now, the Council funds the immediate pressures as set out in Table 3.

5.17 There is a significant difference in the annual borrowing costs between Option A and Option B which is set out in the following graph.



5.18 **ACTION: The Council is asked to approve Option B.**

6. FUNDING OPTIONS

- 6.1 As remitted by Council in September 2020, officers have sought to identify funding options to meet both existing and emerging pressures on the Council's Capital Budget. This work has been impacted by the pandemic, notably in respect of the development of potential commercial solutions which may prove more challenging to bring forward in light of the current economic situation but may become available again as economies recover.
- 6.2 The following options are, therefore, based upon the Council funding additional borrowing to develop and deliver Capital projects. These options should be considered as a package of measures and will be required to a greater or lesser extent dependent upon the level of capital expenditure approved by the Council. The options have been the subject of a separate briefing to elected members on 6 September 2021 and are summarised below:
- review of the existing Capital Budget
 - application of the Council's Capital Fund
 - savings target from operational buildings
 - additional Revenue Support for Borrowing

Review of the Existing Capital Budget

- 6.3 The Council has in place an approved Capital Budget through to 2028/29. These projects were incorporated in the Capital Budget prior to the emergence of the Covid-19 global pandemic. It is proposed that a review of the existing Capital Budget be undertaken which would, subject to approval of the Strategic Capital Investment Framework and Investment Blueprint, be informed by the principles set out within the Blueprint. The aim of the review would be to ensure that the Council's Capital projects and programmes continue to align with the Council's strategic priorities and remain relevant and fit for purpose. Any proposals to adjust the approved Capital Budget would be subject to elected member approval.

Application of the Council's Capital Fund

- 6.4 The use of the Capital Fund could be accelerated to support increased Capital expenditure. The actual impact on the Capital Fund will clearly be dependent on the extent to which it is applied.
- 6.5 As set out above, it has been assumed that up to £50 million of additional Capital expenditure may be supported through the accelerated use of the Capital Fund over time to meet additional borrowing costs. Compared to the current projection on the Capital Fund set out in paragraph 1.13 above, this would accelerate the point at which the Capital Fund is fully utilised from 2049/50 to 2044/45. This would lead to a recurring expenditure pressure on loan charges from 2044/45 of £10 million rising to £19 million in 2055/56. In order to address this, the Loan Charges Budget would need to be increased over time.

Savings Target from Operational Buildings

- 6.6 Additional resources may become available over the next few years from a review of operational buildings. The level of resources will be dependent upon future decisions of the Council and the outcome of negotiations with Council landlords.
- 6.7 For financial modelling purposes, it has been assumed that a recurring revenue savings target of approximately £1.5 million on operational buildings could potentially be achieved from 2025/26 which would provide additional borrowing capacity of approximately £35 million.

Additional Revenue Support for Borrowing

- 6.8 The strategic challenges facing the Council's Capital Budget outlined in section 2 of the report will require the Council to review and likely increase its future support for Capital investment. The Capital Budget is largely funded through borrowing which, in turn, commits the Council to long term Revenue costs. The Prudential Code, which governs local authority borrowing, requires the Council to assess its borrowing in terms of long-term affordability. Given the current range of pressures on Revenue expenditure, the Council will require to keep under review the balance between funding service delivery and financing Capital investment as part of its strategic financial planning.
- 6.9 The Council could, therefore, choose to augment the Loan Charges budget to support Capital expenditure. Based on current recurring borrowing costs of around £40,000 per year (over a 50-year period) for £1 million of capital investment, Table 8 illustrates the indicative borrowing supported by different levels of increase in the Council's Loan Charges budget:

Table 8: Illustrative Borrowing Costs

Annual Increase in Loan Charges	Additional Borrowing Capacity
£100,000	£2.5 million
£150,000	£3.75 million
£250,000	£6.25 million
£500,000	£12.5 million

- 6.10 As the projects under consideration within this report will, in general, not be delivered for a number of years, the Council could adopt an incremental approach to increasing its Loan Charges budget and borrowing capacity over a period of time. This would allow the Council to build up its investment capacity in advance of requiring to incur the expenditure. One potential approach to this would be to link increase in the Loans Charge budget to assumptions on growth in the Council Tax base and the number of Band D equivalent properties. This would require further modelling in light of the impact of the pandemic on house completions. However, an incremental increase in the Loans Charge budget of between £250,000 - £500,000 per annum may be deliverable over the medium term through this approach.

- 6.11 It is proposed that the Council's Capital Fund is utilised to support the immediate Capital Budget pressures of **£23.6 million** identified above through to 2028/29. It is further proposed that other funding options are developed to support the Capital Budget in the longer term.
- 6.12 **ACTION: The Council is asked to approve the use of the Capital Fund to manage the immediate Capital pressures identified in Option B of £23.6 million.**

7. NEXT STEPS

- 7.1 It is proposed that officers develop a programme of wider scale elected member / officer engagement, following consultation with Group Leaders. This would include a review of the existing Capital programme leading to the development of a 30 Year Investment Plan using the Investment Blueprint principles previously approved by Council.
- 7.2 The output from this exercise will feed into the Capital Budget that will be considered by the Council in February / March 2022. This would also realign the setting of Revenue and Capital Budgets to ensure that decisions taken in either are reflected in both Budgets.
- 7.3 **ACTION: The Council is asked to approve the setting of the Capital Budget in February / March 2022.**

8. CONCLUSION AND RECOMMENDATIONS

- 8.1. Delivery of the approved Capital Budget will be challenging over the short to medium term in terms of its scale and funding requirements. There is also significant uncertainty in terms of cost and supply of raw materials and labour.
- 8.2. Option B provides the opportunity to review the existing Capital programme to ensure it remains aligned to the Council's strategic objectives continues to deliver best value and delivers better outcomes across Perth and Kinross. This option recognises the current challenges in the delivery of projects and allows time for elected members with support from officers to reassess the Council's overall investment requirements in light of actions which will tackle a range of priorities such as tackling climate change, supporting economic recovery and boosting economic growth in the longer term, the Perth and Kinross Offer, Tay Cities Deal and smarter working. It will also allow the Council to realign Revenue and Capital Budget setting to ensure the implications of Capital Budget decisions are reflected in the Revenue Budget and are sustainable and affordable.
- 8.3. The Council is requested to approve:
- i) Adjustments to the Capital Budget based on Option B which focusses upon addressing the immediate Capital pressures identified by officers in section 4 of the report.

- ii) The use of the Capital Fund to manage the immediate Capital pressures of £23.6 million.
- iii) Setting the Capital Budget in February / March 2022.

Author(s)

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Approved

Name	Designation	Date
Stewart Mackenzie	Head of Finance	30 September 2021
Karen Donaldson	Chief Operating Officer	30 September 2021

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

Corporate Plan

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

- 1.2 This report relates to all these objectives.

2. Resource Implications

Financial

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

Workforce

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

Asset Management (land, property, IT)

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

3. Assessments

Equality Impact Assessment

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

Strategic Environmental Assessment

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

Sustainability

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

4. Consultation

Internal

- 4.1 The Executive Officer Team have been consulted in the preparation of this report.

2. BACKGROUND PAPERS

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

3. APPENDICES

None

	Mon	Tues	Wed	Thurs	Fri	Mon	Tues	Wed	Thurs	Fri	Mon	Tues	Wed	Thurs	Fri	Mon	Tues	Wed	Thurs	Fri	Mon	Tues	Wed	Thurs	Fri
JANUARY	3	4	5	6	7	10 Property Sub (9.30am)	11 LRB (10.30am) JNC (2.30pm)	12	13 Licensing (10.00am)	14	17	18	19 P&DM (10.00am)	20	21	24 H&C (9.30am) TVJB 11.00am	25 Appeals Sub	26 E&I (9.30am)	27 Licensing Board 9.00am	28	31 LL (9.30am)				
FEBRUARY		1	2 SP&R (9.30am)	3	4	7 Audit (9.30am)	8 LRB (10.30am)	9 Scrutiny (9.30am)	10	11	14 Attendance Sub (10.00am) TCJC 10.00am	15	16 P&DM (10.00am)	17	18	21 Common Goods (9.30am)	22	23 IJB (1.00pm)	24 Licensing (10.00am)	25	28 Property Sub (9.30am)				
MARCH		1	2 Council (9.30am)	3	4	7 JCC (10.00am) IJB A+P (9.30am)	8 LRB (10.30am)	9 Special Council (9.30am)	10 Licensing Board 9.00am	11	14 E&I (9.30am)	15	16 P&DM (10.00am)	17	18	21 LL Inspection (9.30am)	22 JNC (2.30pm)	23 H&C (9.30am)	24	25	28 Audit (9.30am)	29 Appeals Sub	30 LL (9.30am)	31	
APRIL					1	4	5 LRB (10.30am)	6	7 Licensing (10.00am)	8	11	12	13 P&DM (10.00am)	14	15	18	19	20 SP&R (9.30am)	21 Licensing Board 9.00am	22	25 Scrutiny (9.30am) Attendance Sub (11.30am)	26 Common Goods (9.30am)	27 Council (9.30am)	28	29
MAY	2	3	4	5 Scottish Local Gov Elections	6	9	10	11	12	13	16	17	18	19	20	23	24	25	26	27	30	31			

Recess Periods (all inclusive)

End of Cycle

E&I	= Environment & Infrastructure Committee
P&DM	= Planning and Development Management Committee
H&C	= Housing & Communities Committee
LL	= Lifelong Learning Committee
SP&R	= Strategic Policy and Resources Committee
LRB	= Local Review Body
JCC	= Employees Joint Consultative Committee
JNC	= Joint Negotiating Committee for Teaching Staff
LL Insp	= Lifelong Learning Executive Sub-Committee
JB	= Perth and Kinross Integration Joint Board
JB A+P	= Audit and Performance Committee of Perth and Kinross Integration Joint Board
Licensing	= Licensing Committee
TCJC	= Tayside Contracts Joint Committee
TVJB	= Tayside Valuation Joint Board

Note: Meetings of the Attendance Sub-Committee and Appeals Sub-Committee are indicative dates. Meetings in italics are for information.

DRAFT



SCHEME OF ADMINISTRATION

Council Building
2 High Street
Perth PH1 5PH

Effective from **4 January 2021**

SCHEME OF ADMINISTRATION

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PERTH & KINROSS COUNCIL

SCHEME OF ADMINISTRATION

Arrangements for the discharge of the functions of the Council in terms of Section 56 of the Local Government (Scotland) Act 1973

SECTION 1 – GENERAL

Purpose

- 1.1 The Scheme regulates:-
- The constitution and membership of the Committees of the Council;
 - The functions of the Committees of the Council;
 - The delegation to Committees to exercise the functions of the Council;
 - and
 - The delegation to officers to exercise the functions of the Council

Commencement

- 1.2 The Scheme shall apply with effect from 4 January 2021..

Interpretation

- 1.3 The Interpretation Act 1978 shall apply to the interpretation of the Scheme as it would apply to the interpretation of an Act of Parliament.

Definitions

- 1.4 In the Scheme the following words shall have the meanings assigned to them, that is to say:

“the 1973 Act” means the Local Government (Scotland) Act 1973, as amended;

“the 1994 Act” means the Local Government etc. (Scotland) Act 1994;

“Council” means the Perth and Kinross Council incorporated under the 1994 Act.

‘Chief Executive’ means the Chief Executive appointed by the Council.

‘Executive Director’ means any Executive Director appointed by the Council.

‘Provost’ means the civic head appointed by the Council.

Alteration of Scheme

- 1.5 Subject to the provisions of the 1973 Act, the Council shall be entitled to amend, vary or revoke the Scheme from time to time.
- 1.6 The Chief Executive shall have the power to alter the Scheme to correct any textual or minor errors, or to make any consequential amendments required as a result of a decision of the Council. Any such alteration shall be notified to the Head of Legal and Governance Services and made to the version of the Scheme retained by the Head of Legal and Governance Services.

Committees

- 1.7 Subject to the provisions of the 1973 Act or any other Act or statutory order relating to the appointment of Committees, the Council will appoint and maintain the following Committees:-

Audit Committee
 Environment and Infrastructure Committee
 Housing and Communities Committee
 Licensing Committee
 Lifelong Learning Committee
 Planning and Development Management Committee
 Local Review Body
 Pre-determination Committee
 Scrutiny Committee
 Strategic Policy and Resources Committee

Together with:-

10 Common Good Fund Committees:-

- Aberfeldy Common Good Fund Committee
- Abernethy Common Good Fund Committee
- Alyth Common Good Fund Committee
- Auchterarder Common Good Fund Committee
- Blairgowrie Common Good Fund Committee
- Coupar Angus Common Good Fund Committee
- Crieff Common Good Fund Committee
- Kinross Common Good Fund Committee
- Perth Common Good Fund Committee
- Pitlochry Common Good Fund Committee

- 1.8 The respective Committees of the Council will have the constitution, quorum, terms of reference and delegated powers hereinafter specified under the appropriate section of the Scheme.
- 1.9 The Council may from time to time appoint such other Committees, Sub Committees etc. and/or Working Parties with such constitution, quorum, terms of reference and delegated powers as the Council may decide.

- 1.10 Functions are also delegated to the Perth and Kinross Integration Joint Board, which is a statutory body constituted in terms of The Public Bodies (Scotland) (Integration Joint Board Establishment) (Scotland) Order 2015.
- 1.11 The remit, membership and operation of the Local Negotiating Committee for Teachers will be as previously determined by Council and as stated within its Constitution.

SECTION 2 - PROVISIONS RELATING TO COMMITTEES

Appointments to Committees

- 2.1 The provisions of this Section of the Scheme shall apply to the Committees of the Council. The Committees referred to in Paragraph 1.6 above shall be appointed at the first meeting of the Council following the ordinary election of Councillors in an election year. Subject to the right of the Council to make changes in the membership of the Committees at any time, on being appointed to a Committee, a member shall continue to be a member of that Committee until the day of the next ordinary election of Councillors or until they cease to be a member of the Council. Any member of the Council has the right to resign from any Committee.
- 2.2 Any person not being a member of the Council, who in terms of this Scheme is appointed as a member of any Committee shall, subject to the right of the Council to make changes in the membership of any Committee, be a member of that Committee from the day of their appointment until the day of the next ordinary election of Councillors.
- 2.3 Council members of Committees and Sub-Committees shall be appointed having regard, so far as is reasonably possible, to the political groups represented on the Council.

Casual Vacancies

- 2.4 Casual vacancies occurring in any Committee shall be filled at the earliest practicable meeting of the Council after the vacancy occurs or in the case of a Sub-Committee at the earliest practicable meeting of the relevant Committee.

Right of Council to Review

- 2.5 The decisions of the Committees on all functions excluded from delegation under either the general exclusions below or any specific exclusion in respect of a particular Committee, shall be subject to review by the Council in accordance with the provisions of [Standing Orders](#). The Council may at any time review a Committee's Terms of Reference and direct that a function should be specifically excluded from delegation to a Committee.

Power of Council to Refer a Matter to a Committee

- 2.6 Notwithstanding the reference to one Committee of any function, and without prejudice to any statutory provisions, the Council shall have power to refer any function on a particular occasion specifically to another Committee when by reason of the nature of the question the Council considers it should be so referred.

Functions Referred to Two or More Committees

- 2.7 Where any question arises out of, or is connected with, the functions referred to two or more Committees, the Chief Executive in consultation with the relevant conveners will determine which Committee will deal with the issue.

Appointment of Sub-Committees

- 2.8 A Sub-Committee appointed by a Committee may consist in part of persons not being members of the Council, but at least two-thirds of the members of any such Sub-Committee shall be members of the Council; provided that a Sub-Committee of the Lifelong Learning Committee when dealing with educational matters may comprise up to one-half of persons who are not members of the Council.
- 2.9 Without prejudice to the foregoing, each Committee, with the exception of the Planning and Development Management Committee, the Licensing Committee and the Scrutiny Committee, shall appoint an Executive Sub-Committee with delegated powers to decide any matter which would normally be decided by the Committee but which, by reason of urgency, requires to be decided prior to the next scheduled meeting of the Committee.

Terms of Reference

- 2.10 All functions detailed under the Terms of Reference for a Committee shall stand delegated to that Committee with the exception of those general exclusions detailed below and any specific exclusion detailed in respect of a particular Committee.
- 2.11 Notwithstanding the foregoing, a Committee or Sub-Committee, not being one referred to in **Standing Order 28 of the Council's [Standing Orders](#)**, may, in making any decision upon a matter which has been delegated to it by this Scheme, agree that the decision should be in the form of a recommendation to the Council for its approval or that the decision should be referred *simpliciter* to the Council for its decision.

Delegated Functions

- 2.12 Except otherwise specified herein, subject to the provisions of the 1973 Act, any other relevant statute, where any function of the Council is delegated to a Committee, the Committee will have the power to exercise the function as the Council would have exercised it had there been no delegation.

General Exclusions from Delegation to Committees

POWERS RESERVED TO COUNCIL

- 2.13 The powers reserved to the Council include those which must be reserved in terms of statute and those which the Council has chosen to reserve. Powers which are not reserved are delegated in accordance with the provisions of this Scheme, save as the Council otherwise directs.
- 2.14 The following is a comprehensive list of what is reserved to the Council, categorised as statutory and non-statutory:

Statutory Reservations

Local Government (Scotland) Act 1973

- To change the name of the Council. **(Section 23)**
- To approve reasons for the non-attendance of Councillors at meetings (Section 35)
- To set Council Tax. **(Section 56(6))**
- To appoint Committees (including Panels). **(Section 57)**
- To promote and oppose private legislation. **(Section 82)**

Local Government and Housing Act 1989

- To consider reports by the Head of Paid Service **(Section 4)**
- To consider reports by the Monitoring Officer **(Section 5)**

Local Government etc (Scotland) Act 1994

- To appoint the Convener and Depute Convener of the Council and to decide on their titles (currently known as Provost and Depute Provost). **(Section 4)**

Licensing (Scotland) Act 2005

- To decide whether or not to divide the Council's area into licensing divisions and to appoint Members to the Licensing Board. **(Section 5)**

Town & Country Planning (Scotland) Act 1997

- To determine planning applications which are (a) national developments or (b) major developments which are significantly contrary to the Development Plan, such applications having first been the subject of consideration by a Pre-Determination Hearing.

Local Authority Accounts Regulations

- To receive the certified abstract of the Council's Audited Statement of Accounts.

General

- Taking any other decisions which cannot by law be delegated to a Committee or an Officer.
- Any other functions or matters which may from time to time be reserved to the Council by law.

Non Statutory Reservations

Elections

- To consider matters relating to the fixing or amendment of the Council's geographic boundaries, its electoral boundaries and wards or matters relating to the fixing or amendment of the boundaries of the Scottish and Westminster Parliamentary Constituencies lying wholly or partly within the Perth & Kinross Council area.
- Determining all matters relating to elections which are not the responsibility of the Returning Officer (the person appointed to administer elections in accordance with the Representation of the People Act 1983).

Councillors' Allowances

- To determine and keep under review a Scheme of Members' Allowances and to determine all matters relevant to the level of Councillors' allowances.

Codes of Conduct

- To determine any issues relating to the maintenance of standards and conduct of Councillors and Officers, subject to any overriding legislative provisions.

Committee Structure & Corporate Governance Arrangements

- To fix and amend the constitution, membership and functions of Committees, and, to appoint and remove Conveners, Vice-Conveners and members of Committees.
- To select and deselect, members to serve on and/or to represent the Council on other bodies where such power is not expressly delegated to a Committee.

- To fix and amend a programme of Council, Committee and Sub-Committee meetings, subject to the provisions of the Council's [Standing Orders](#) for the regulation of proceedings and business.
- To appoint and remove members to serve on Joint Committees, Joint Boards and external organisations.
- To make and amend a Scheme of Administration detailing terms of reference for, and delegations to, Committees, Sub-Committees and Officers of the Council.
- To make and amend [Standing Orders](#) for the regulation of proceedings and business.
- To make and amend Financial Regulations.
- To delegate a power or duty of the Council to, or to accept a delegated power from, any other local authority.
- To determine whether to co-operate or combine with other local authorities in providing services.

Resources – Financial

- To determine the Council's annual revenue budget and capital programme, other than the specific delegation to the Housing and Communities Committee regarding the Housing Revenue Account.
- To incur revenue or capital expenditure which is not contained within the overall budgetary provision of the Council and which requires supplementary estimates.
- To make arrangements in accordance with the CIPFA Code of Practice on Treasury Management and the Council's Financial Regulations for the borrowing of monies required by the Council and the investment of any surplus funds accrued by the Council. To make arrangements for the administration of the Council's Loans Fund to include consideration of Annual Treasury Strategy and policies (including approval of all loans), ~~the mid-year report~~ and an annual report on Treasury Management.

Chief Officers & Statutory Appointments

- To determine the process for selection, appointment, disciplinary action or dismissal of the Chief Executive.

Land Use Planning

- To exercise the functions of the Council as a Joint Strategic Development Planning Authority which are subject to the provisions of the Minute of Agreement among Angus, Dundee City, Perth and Kinross and Fife Councils in relation to the Dundee, Perth, Angus and North Fife Strategic Development Plan Authority.
- The preparation, review, amendment and adoption of the Local Development Plan.

Community Councils

- The preparation, review, amendment and adoption of the Scheme of Establishment for Community Councils.

Common Seal/Coat of Arms

- To authorise the use of the Council's Common Seal and Coat of Arms.

Standing Orders

- 2.15 Meetings of the Council, Committees and Sub-Committees will be conducted in accordance with the Council's [Standing Orders](#) regulating the proceedings and business at meetings.

Timetable

- 2.16 The ordinary meetings of the Council, Committees and Sub-Committees will be held in accordance with a timetable determined by the Council from time to time.

Minutes of Committees

- 2.17 Items that are marked with an asterisk in the minutes of Committees or Sub-Committees are items for the approval of the Council and all other items are submitted for the information of the Council.

Reports to Committees or Sub-Committees

- 2.18 Only those reports which require a decision to be taken by a Committee or Sub-Committee of the Council, or are necessary to enable the Committee or Sub-Committee to discharge its business, will normally be included on the agenda of any Committee or Sub-Committee. It shall be delegated to the Chief Executive to make the final determination on whether or not an item of business should be included on an agenda. Any reports which are for information only will normally be circulated to all members of the Council by the Head of Legal and Governance Services.

Appointment of Working Groups Involving Members

- 2.19 Working Groups may be set up by the Council, Committees or Sub-Committees to allow members to work with relevant officers, and invited members of the public and other agencies to draft policy, or to monitor a particular activity, or for another reason.
- 2.20 The Council, Committee or Sub-Committee shall determine the membership of the Working Group.
- 2.21 The Council, Committee or Sub-Committee shall determine and may adjust, the remit of the Working Group, including its expected life span.
- 2.22 Any matter may be referred by the Council, Committee or Sub-Committee to a Working Group, but no Working Group may take a decision on behalf of the Council, Committee or Sub-Committee.
- 2.23 If a Working Group identifies or considers a matter which requires a decision, a report shall be submitted to the Council, Committee or Sub-Committee by the lead officer.
- 2.24 The Convener of a Working Group shall regulate the conduct of business at meetings, and shall ensure that all members receive a fair hearing. The Council's [Standing Orders](#) shall not apply to Working Groups.
- 2.25 A member of a Working Group who is unable to attend a meeting may appoint substitute member to attend in their place.
- 2.26 A member who has not been appointed to a Working Group but who wishes to attend a meeting of the Working Group either as an observer or with a view to contributing to the discussion at the meeting, should seek approval in advance from the Convener of the relevant Working Group.

3. STRATEGIC POLICY AND RESOURCES COMMITTEE

Membership

- 3.1 The Strategic Policy and Resources Committee shall consist of fifteen members of the Council and the Convener of the Council in an ex-officio capacity.

Quorum

- 3.2 Four members of the Committee shall constitute a quorum.

Terms of Reference

- 3.3 There shall stand referred to the Strategic Policy and Resources Committee the following functions:

General

- 3.4 To determine strategic policy objectives and priorities for the Council.
- 3.5 To consider matters arising from or in connection with any local government associations.
- 3.6 To consider all other matters not specifically referred to any other Committee other than those referred to the Council.

Community Planning and Community Empowerment

- 3.7 To determine the Council's policies to fulfil its statutory role in relation to Community Planning and community empowerment.

Continuous Improvement

- 3.8 To determine and oversee the implementation of the Council's policies in relation to the achievement of Best Value.
- 3.9 Without prejudice to the duties and responsibilities and delegated authority of other Committees, to review the performance and effectiveness of all the Council's work and the standards and level of service provided; to review the need to retain existing services; and to co-ordinate where necessary all the matters referred to in this sub-paragraph in respect of the Committees and Services of the Council.
- 3.10 To ensure that the organisation and management processes of the Council make the most effective contribution to the achievement of the Council's objectives; to keep them under review in the light of changing circumstances, making recommendations as necessary for change in either the Committee or management structure, or the distribution of functions and responsibilities.

Health and Social Care

- 3.11 To consider and determine the Council's position as a partner on matters related to the operation of the Perth and Kinross Integrated Joint Board and which are required to be agreed between the Council and NHS Tayside in terms of the Public Bodies (Joint Working) (Scotland) Act 2014 and the [Perth and Kinross Integration Scheme](#), being an agreement between Perth and Kinross Council and Tayside NHS Board approved by Scottish Ministers in March 2015.

Health

- 3.12 To promote and develop relationships with local health and social care agencies and to work in partnership to ensure the provision of health services for people living in Perth and Kinross.
- 3.13 To monitor and respond to the activities and policies of NHS Tayside and other agencies as they affect health services for people living in Perth and Kinross.

Adult Protection

- 3.14 To oversee the work of the Adult Protection Committee in relation to the Adult Support and Protection (Scotland) Act 2007 and all related subordinate legislation.

Land Use Planning

- 3.15 To exercise the functions of the Council in relation to Development Plans, including functions described in Part II of the Town and Country Planning (Scotland) Act 1997 as amended by the Planning Etc. (Scotland) Act 2006 and all related subordinate legislation; with the exception of those functions conferred on the Council as a Joint Strategic Development Planning Authority which are subject to the provisions of the Minute of Agreement among Angus, Dundee City, Perth and Kinross, and Fife Councils in relation to the Dundee, Perth, Angus and North Fife Strategic Development Plan Authority.

Economic Development

- 3.16 To exercise the functions of the Council in relation to economic development, including the functions provided for in Sections 171A, 171B, 171C and 176 of the 1994 Act, and all related subordinate legislation.
- 3.17 To develop measures to support and promote economic activity in the Council's area including the Council's schemes of financial assistance to businesses, trade development initiatives, advice and assistance to businesses and the attraction of inward investment.
- 3.18 To determine the Council's economic development policy in relation to the control and management of Perth Harbour.

International Links/Initiatives

- 3.19 To consider European Union affairs affecting Perth & Kinross.
- 3.20 To consider international links and liaison on economic twinning arrangements

Arts and Cultural Services / Sport and Leisure Services / Library and Archive Services

- 3.21 To determine the Council's relationship with the organisations providing arts & cultural services, sport & leisure services and library and archive services on behalf of the Council.

Third Sector

- 3.22 To develop co-operation between the Council and the third sector and to assist and promote the work undertaken by the Sector.

Financial Assistance

- 3.23 To consider recommendations for requests for financial assistance above £50,000 and to oversee the implementation of the Code of Guidance on External Bodies and Following the Public Pound.

Equalities & Diversity

- 3.24 To determine the Council's policies in relation to the advancement of equality of opportunity, in relation to both the functions of the Council and the wider community in Perth and Kinross, to eliminate unlawful discrimination, harassment and victimisation and foster good relations as required by the Equality Act (2010).

Financial Resources

- 3.25 To oversee the management of the Council's financial resources.
- 3.26 To advise the Council on the Revenue Budget, Capital Programme and Council Tax.
- 3.27 To consider the draft version of the Council's accounts.
- 3.28 To approve adjustments to management budgets in excess of £100,000.
- 3.29 To approve all adjustments to management budgets between Service and / or corporate budgets.
- 3.30 To oversee the arrangements for the collection of the Council Tax and other monies due to the Council.

3.31 To oversee the arrangements for all insurances.

3.32 To oversee the arrangements for risk management.

3.33 To scrutinise retrospective operational quarterly reports on treasury activity and compliance.

Corporate Asset Management

3.343 To determine and oversee the implementation of the Council's policies in relation to the management of its Property, Greenspace, Roads, Fleet, and Information Systems & Technology assets.

3.354 To consider the acquisition and disposal of the Council's assets

Human Resources

3.365 To determine employment policies and procedures and oversee workforce management and development.

Civic Services

3.376 To consider matters relating to civic heritage and ceremony (including town twinning) and hospitality.

Corporate Communications

3.387 To determine and oversee the implementation of the Council's policies in relation to communication.

Community Councils

3.398 To exercise the functions of the Council in relation to Community Councils.

Registration of Births, Deaths, Marriages, Civil Partnerships and Other Life Events

3.4039 To exercise the functions of the Council as local Registration Authority for the purposes of the Registration of Births, Deaths and Marriages (Scotland) Act 1965, Marriage (Scotland) Act 1977, Civil Partnership Act 2004 and the Local Electoral Administration and Registration Services (Scotland) Act 2006, and all related subordinate legislation.

Contracting, Tendering and Procurement

3.410 To determine the Council's procurement strategy, and oversee the arrangements for ensuring effective procurement practice, both for the Council's own activities, and also shared procurement at Tayside and national level.

Sub-Committees

3.424 The Committee shall appoint the following Sub-Committees:

1. Executive Sub-Committee

Comprising five members of the Committee.

Terms of Reference

It shall be delegated to the Sub-Committee to decide any matter which would normally be decided by the Committee, but which, by reason of urgency, requires to be decided prior to the next scheduled meeting of the Committee.

To determine requests from Chief Officers for flexible retirement, voluntary early retirement on grounds of efficiency of the Service or redundancy.

2. Appointments Sub-Committee

*Comprising four members of the Committee and the Convener of the appropriate Committee, together with the Chief Executive.

**In relation to the post of Chief Executive, the members of the Sub-Committee will be appointed by the Council.*

Terms of Reference

It shall be delegated to the Sub-Committee to consider applications for and make appointments to posts of Chief Executive, Executive Director and Chief Operating Officer.

3. Provost's Sub-Committee

Comprising four Members of the Committee and the Convener of the Council.

Terms of Reference

It shall be delegated to the Sub-Committee to determine in relation to civic heritage and ceremony (including town twinning) and hospitality.

4. Appeals Sub-Committee

Comprising three members of the Council, drawn from the Lifelong Learning Committee when considering appeals by teaching staff.

Terms of Reference

It shall be delegated to the Sub-Committee to hear, consider and determine appeals by employees.

5. Property Sub-Committee

Comprising seven members of the Committee.

Terms of Reference

It shall be delegated to the Sub-Committee to determine all property – related matters referred to above in relation to Corporate Asset Management.

4. SCRUTINY COMMITTEE

Membership

- 4.1 The Scrutiny Committee shall consist of thirteen members of the Council, excluding the conveners of the Environment and Infrastructure Committee; the Housing and Communities Committee and the Lifelong Learning Committee.

Quorum

- 4.2 Four members of the Committee shall constitute a quorum.

Terms of Reference

- 4.3 There shall stand referred to the Scrutiny Committee the following:

Continuous Improvement

- 4.4 To oversee the implementation of the Council's policies in relation to achieving Best Value.

Scrutiny of Service Delivery

- 4.5 Without prejudice to the responsibilities or delegated authority of other Committees, to review the performance and effectiveness of all of the Council's work and the standards and level of service provided, particularly in relation to the promotion of equality of opportunity subject to performance reports being submitted to the relevant Committee in the first instance;
- 4.6 To commission and receive reports from officers, on any aspect of service delivery and to call before the Committee any officer or appropriate Convener/Vice-Convener to answer questions thereon and make recommendations to the relevant Committee;
- 4.7 To undertake reviews on any aspect of service delivery or on any policy or the implementation thereof, and may call before the Committee any officers or members of the Council, expert witnesses or members of the public to give evidence, answer questions or provide written reports, and thereafter to make recommendations to the relevant Committee;
- 4.8 To consider trends in reports by both Education Scotland and Education and Children's Services on individual school performance, pre-school partner providers and community learning, including general aspects of education provision, learning and teaching, the curriculum, and care and welfare;
- 4.9 To consider trends in reports on inspections carried out by the Care Inspectorate
- 4.10 To consider reports on external inspections of any aspects of the Council's work and the standards and level of service provided

Scrutiny of Policy

- 4.11 To commission and receive reports on any policy to be submitted to or having been approved by the Council and the implementation thereof and may call before the Committee any officer or appropriate Convener/Vice-Convener to answer questions thereon and make recommendations to the relevant Committee; and
- 4.12 To consider and report on suggestions from the public for policy review or substantive policy changes.

Corporate Governance

- 4.13 To review the adequacy of the arrangements and procedures, policies and practices in operation in relation to corporate governance.

Complaints

- 4.14 To review and oversee the operation of the Council's complaints procedures.

Scottish Public Services Ombudsman

- 4.15 To consider any report by the Scottish Public Services Ombudsman in respect of any finding of maladministration against the Council.
- 4.16 To consider the annual reports of the Scottish Public Services Ombudsman.

Risk Management

- 4.17 To review the adequacy of the arrangements and procedures in operation in relation to the assessment and management of risk.

Arts and Cultural Services / Sport and Leisure Services / Library and Archive Services

- 4.18 To scrutinise the performance of the organisations providing arts & cultural services, sport & leisure services and library and archive services on behalf of the Council.

5. AUDIT COMMITTEE

Membership

- 5.1 The Audit Committee shall consist of seven members of the Council, subject to the Convener and Vice Convener of the Committee, in consultation with the Head of Legal and Governance Services and the Head of Finance, being able to call before the Committee such specialist advisers as deemed necessary to support the work of the Committee.

Quorum

- 5.2 Two members of the Committee shall constitute a quorum.

Terms of Reference

- 5.3 There shall stand referred to the Audit Committee the following:

External Audit

- 5.4 To consider reports (including the Draft Annual Audit Report and Draft Unaudited and Audited Statement of Accounts) annual management letter) by the Council's External Auditors across the full range of Council activities, other than the report accompanying the Audited Statement of Accounts.

Internal Audit

- 5.5 To consider reports by the Council's Chief Internal Auditor across the full range of Council activities

6. ENVIRONMENT & INFRASTRUCTURE COMMITTEE

Membership

- 6.1 The Environment & Infrastructure Committee shall consist of fifteen members of the Council.

Quorum

- 6.2 Four members of the Committee shall constitute a quorum.

Terms of Reference

- 6.3 There shall stand referred to the Environment & Infrastructure Committee the following:

Specific

Building Standards

- 6.4 To determine the Council's policy in relation to Building Standards, including the functions of the Council under the Building (Scotland) Act 2003 and all related subordinate legislation.

Land Use Planning

- 6.5 To exercise the functions of the Council, in partnership with other agencies, for land use planning including reclamation, environmental improvement, conservation and archaeological matters;

Harbours etc.

- 6.6 To exercise the functions of the Council in relation to harbours, piers, boatslips and jetties Council in terms of Section 154 of the Local Government (Scotland) Act 1973 and all relevant subordinate legislation, including the section of the River Tay over which the Council is Navigation Authority.

International Links/Initiatives

- 6.7 To oversee applications for and co-ordination and monitoring of funding from European programmes.

Public Transport

- 6.8 To exercise the functions of the Council with regard to public transport and concessionary travel under the Transport Act 1985 and the Transport (Scotland) Act 2001, the Concessionary Travel for Handicapped Persons (Scotland) Act 1980 and the Public Passenger Vehicles Act 1981 and all related subordinate legislation.

Roads and Traffic

- 6.9 To exercise the functions of the Council as local Roads and Traffic Authority under the following Acts and all related subordinate legislation:

Roads (Scotland) Act 1984;
Road Traffic Regulation Act 1984;
Road Traffic Acts 1988 and 1991; and
New Roads and Street Works Act 1991

- 6.10 To exercise the functions of the Council as Roads Authority under any local statutory provisions, insofar as applicable;
- 6.11 To exercise the functions of the Council in relation to the naming and numbering of streets in terms of the Civic Government (Scotland) Act 1982.

Tourism

- 6.12 To work in partnership with VisitScotland and other agencies to plan promote oversee the implementation of tourism and events in Perth & Kinross.

Bereavement Services

- 6.13 To exercise the functions of the Council in relation to bereavement services in terms of legislation relating to burials and cremations.

Countryside Management

- 6.14 To exercise the functions of the Council, in partnership with other agencies, in relation to access to the countryside, including functions under the Countryside (Scotland) Act 1967, the Wildlife and Countryside Act 1981, the Land Reform (Scotland) Act 2003 and all related subordinate legislation.

Parks and Open Spaces

- 6.15 To exercise the functions of the Council in relation to parks and open spaces (urban, rural and countryside) under Section 14 of the Local Government and Planning (Scotland) Act 1982.

Trees and Woodlands

- 6.16 To provide, maintain and develop the Council's tree and woodland service in terms of the Town and Country Planning (Scotland) Act 1997, the Local Government and Planning (Scotland) Act 1982; and the Roads (Scotland) Act 1984.

Environmental Health

- 6.17 To exercise the functions of the Council in terms of the legislation relating to control of pollution and protection of public health.

Flood Prevention

- 6.18 To exercise the functions of the Council in terms of the following Acts and all related subordinate legislation:

Flood Prevention (Scotland) Act 1961
Flood Risk Management (Scotland) Act 2009

Reservoirs

- 6.19 To exercise the functions of the Council in terms of the Reservoirs Act 1975 and all related subordinate legislation.

Environmental Assessment

- 6.20 To determine the Council's obligations in relation to environmental assessment of its projects, programmes, plans and strategies as set out in the Environmental Assessment (Scotland) Act 2005 and all related subordinate legislation.

Sustainable Development and Environmental Policy

- 6.21 To determine the Council's Environmental Policy in partnership with other agencies to ensure that the Council meets its environmental and sustainable development obligations under international, UK and Scottish Law.

Environmental Protection and Enhancement

- 6.22 To exercise the functions of the Council in relation to Environmental Protection and Enhancement under the following Acts and all related subordinate legislation:-

Environmental Protection Act 1990;
European Air Quality Directive;
Environment Act 1995;
Clean Air Act 1993;
The Environmental Assessment Act 2005;
Nature Conservation (Scotland) Act 2004;
Water Environment and Water Services (Scotland) Act 2003

Waste Management

- 6.23 To exercise the functions of the Council in relation to refuse collection, waste disposal, waste reduction, re-use and recycling.

Consideration of Petitions

- 6.24 The consideration of petitions submitted to the Council in accordance with the Council's petitions procedure and determination of the appropriate action to be taken within the terms of the procedure.

Sub-Committees

6.25 The Committee shall appoint the following Sub-Committee:

Executive Sub-Committee

Comprising five members of the Committee.

Terms of Reference

It shall be delegated to the Sub-Committee to decide any matter which would normally be decided by the Committee, but which, by reason of urgency, requires to be decided prior to the next scheduled meeting of the Committee.

7. HOUSING AND COMMUNITIES COMMITTEE

Membership

- 7.1 The Housing and Communities Committee shall consist of thirteen members of the Council, but in addition, when dealing with housing matters, the Committee shall also consist of two representatives from tenants' and resident's associations in the Perth and Kinross area in a non-voting capacity, nominated in such a manner as may be determined by the Council.

Quorum

- 7.2 Four members of the Committee shall constitute a quorum.

Terms of Reference

- 7.3 There shall stand referred to the Housing and Communities Committee the following:

General

Housing

- 7.4 To exercise the functions of the Council in terms of the following Acts and all related subordinate legislation:
- Anti-Social Behaviour etc Act 2003
 - Council Tax (General) Regulations 1992
 - Housing Act 1988
 - Housing Benefit (General) Regulations 1987
 - Housing (Scotland) Acts 1987, 1988, 2001, 2006 (except Part 5 Houses in Multiple Occupation) and 2010
 - Housing (Scotland) Act 2014
 - Land Compensation (Scotland) Act 1973
 - Leasehold Reform Housing and Urban Development Act 1993 including
 - (i) assessment of housing need and the approval of the Local Housing Strategy to address the needs identified
 - (ii) Scheme of Allocation of Council houses
 - (iii) addressing the needs of the homeless
 - (iv) management and maintenance of the Council's housing stock
 - (v) establishing Sub-Committees/review boards to consider housing benefit appeals, Council Tax Benefit appeals and housing grant appeals
 - (vi) determining the rent levels of the Council's housing stock and associated properties
- 7.5 To exercise the duties and functions of the Council contained in legislation relating to Housing Standards.
- 7.6 To approve the future plans for the use of the Council Tax Fund for Affordable Housing, subject to the approval of the Strategic Policy and Resources Committee to access the Fund in the Council's Reserves.

- 7.7 To ensure that the Council meets the standards and outcomes required by all social landlords as described in the Scottish Social Housing Charter.

Health

- 7.8 To exercise the functions of the Council in terms Part 1 of the Smoking Health and Social Care (Scotland) Act 2005 and all related subordinate legislation.
- 7.9 To exercise the functions of the Council in terms of the Tobacco and Primary Medical Services (Scotland) Act 2010 and all related subordinate legislation.

Community Planning and Community Empowerment

- 7.10 To oversee the implementation of the Council's policies to fulfil its statutory role in relation to Community Planning and community empowerment.

Equalities & Diversity

- 7.11 To oversee the implementation of the Council's policies in relation to the advancement of equality of opportunity, in relation to both the functions of the Council and the wider community in Perth and Kinross, to eliminate unlawful discrimination, harassment and victimisation and foster good relations as required by the Equality Act (2010).

Community Safety

- 7.12 In partnership with other agencies, to determine oversee the implementation of the Council's policy for the enhancement of community safety.

Criminal Justice

- 7.13 To oversee the management of Criminal Justice Services by the Council.
- 7.14 To establish and sustain effective liaison with the Perth & Kinross Community Justice Partnership.

Civil Contingencies and Business Continuity

- 7.15 To exercise the functions of the Council in relation to all matters of civil contingencies and business continuity.

Police and Fire Liaison

- 7.16 In terms of the Police and Fire Reform (Scotland) Act 2012:

To be involved in the development and approval of the local Police and Fire Rescue Plans.

To monitor and provide feedback on the operation and performance of local Police and Fire and Rescue Services in Perth and Kinross.

Road Safety

- 7.17 To determine the Council's policy, in partnership with other agencies, on road safety.

Trading Standards and Environmental Health

- 7.18 To exercise the functions of the Council in terms of the legislation relating to:

Animal Health and Welfare
 Consumer Protection
 Dog Fouling
 Fair Trading
 Food Safety
 Health and Safety at Work
 Petroleum and Explosives
 Public Health
 Water Supplies
 Weights and Measures

- 7.19 To determine oversee the implementation of the Council's policy in relation to the functions referred to above.

Consideration of Petitions

- 7.20 The consideration of petitions submitted to the Council in accordance with the Council's petitions procedure and determination of the appropriate action to be taken within the terms of the procedure.

Sub-Committees

- 7.21 The Committee shall appoint the following Sub-Committee:

Executive Sub-Committee

Comprising five members of the Committee.

Terms of Reference

It shall be delegated to the Sub-Committee:-

To decide any matter which would normally be decided by the Committee, but which, by reason of urgency, requires to be decided prior to the next scheduled meeting of the Committee.

8. LIFELONG LEARNING COMMITTEE

Membership

8.1 The Lifelong Learning Committee shall consist of thirteen members of the Council, and in addition, nine persons who are not members of the Council, being –

- *1. Three persons representative of church interests, appointed in terms of Section 124 of the 1973 Act.
- *2. Two teachers employed in educational establishments under the management of the Council, both in a non-voting capacity, nominated in such manner as may be determined by the Council.
- *3. One parent representative from Secondary Parent Councils and one parent representative from Primary Parent Councils, both in a non-voting capacity, nominated in such manner as may be determined by the Council.
- *4. Two representatives of children and young people from the Perth and Kinross Youth Forum, both in a non-voting capacity, nominated in such manner as may be determined by the Council.

*The non-Council members being entitled to participate in a non-voting capacity on business being considered by the Committee which is deemed to be –

- (i) advising the authority on any matter relating to the discharge of their functions as education authority; or
- (ii) discharging any of those functions of the authority on their behalf.

Quorum

8.2 Four members of the Council who are members of the Committee shall constitute a quorum.

Terms of Reference

8.3 There shall stand referred to the Lifelong Learning Committee the following:

Specific

Schools Education

8.4 To exercise the functions of the Council as Education Authority in terms of the following Acts and all related subordinate legislation:-

Children and Young Persons (Scotland) Act 1937
 Children (Scotland) Act 1995
 Education (Additional Support for Learning) (Scotland) Act 2004
 Education (Scotland) Act 1980
 Education (Scotland) Act 2016
 Equality Act 2010

Road Traffic Regulation Act 1984
 Scottish Schools (Parental Involvement) Act 2006
 Standards in Scotland's Schools etc. Act 2000

Early Years Services

- 8.5 To determine and implement the Council's policy in relation to Early Years Services.
- 8.6 To enter into partnerships on behalf of the Council to ensure the provision of quality Early Years Services.

Children's Services

- 8.7 To exercise the functions of the Council as Social Work Authority in relation to child care in terms of the following Acts and all related subordinate legislation:-

Adoption and Children (Scotland) Act 2007
 Adoption (Intercountry Aspects) Act 1999
 Adults with Incapacity (Scotland) Act 2000
 Anti-Social Behaviour etc. (Scotland) Act 2004
 Carers (Recognition and Services) Act 1995
 Children (Scotland) Act 1995
 Carers (Scotland) Act 2016
 Children Act 1975
 Children and Young People (Scotland) Act 2014
 Children and Young Persons (Scotland) Act 1937
 Children's Hearings (Scotland) Act 2011
 Chronically Sick and Disabled Persons Act 1970
 Chronically Sick and Disabled Persons Act 1972
 Community Care (Direct Payments) Act 1996
 Disabled Persons (Services, Consultation and Representation) Act 1986
 Education (Additional Support for Learning) (Scotland) Act 2004
 Equality Act 2010
 Foster Children (Scotland) Act 1984
 Immigration and Asylum Act 1999
 Mental Health (Care and Treatment) (Scotland) Act 2003
 Nationality, Immigration and Asylum Act 2002
 Protection of Children (Scotland) Act 2003
 Protection of Vulnerable Groups (Scotland) Act 2007
 Public Services Reform (Scotland) Act 2010
 Self Directed Support (Scotland) Act 2013
 Social Work (Scotland) Act 1968

Community Learning and Development

- 8.8 To determine and oversee the implementation of the Council's policy in relation to Community Learning and Development.

Consideration of Petitions

- 8.9 The consideration of petitions submitted to the Council in accordance with the Council's petitions procedure and determination of the appropriate action to be taken within the terms of the procedure.

Sub-Committees

- 8.10 The Committee shall appoint the following Sub-Committees:

1. Executive Sub-Committee

Membership

Comprising five members of the Council who are members of the Committee and three non-Council members from the Committee when considering educational matters.

Terms of Reference

It shall be delegated to the Sub-Committee:-

To decide any matter which would normally be decided by the Committee, but which, by reason of urgency, requires to be decided prior to the next scheduled meeting of the Committee.

To consider reports by both Education Scotland and Education and Children's Services on individual school performance, pre-school partner providers and community learning, including general aspects of education provision, learning and teaching, the curriculum, and care and welfare;

To consider Care Inspectorate reports in relation to services to children and young people; care home services; fostering and adoption services; support services; housing support; and, by exception, on the day care of children, where Perth and Kinross Council is the registered provider and including partner providers.

2. Attendance Sub-Committee

Comprising three members of the Council, not being the Convener or a Vice-Convener of the Committee, and one non-Council member.

Terms of Reference

It shall be remitted to the Sub-Committee to discharge the functions of the Council under Sections 34-43 of the Education (Scotland) Act 1980 (except the appointment of a person to institute proceedings in terms of Section 43(2)), being the consideration and determination of requests for exemption from school attendance and cases of school attendance

default, as referred to the Sub-Committee by the Executive Director (Education and Children's Services).

3. Review Sub-Committee

Comprising three members of the Council, not being the Convener or a Vice-Convener of the Committee, and two non-Council members.

Terms of Reference

It shall be delegated to the Sub-Committee to consider and decide upon:-

- a. Requests for review of decisions made in terms of Regulation 4(1) or Regulation 10(1) of the School Pupil Records (Scotland) Regulations 1990.
 - b. Applications for bursaries, allowances and other financial aid to assist persons to take advantage of educational facilities.
 - c. Appeals on safety grounds against the refusal or the withdrawal of education transport.
 - d. Appeals against decisions of the Executive Director (Education and Children's Services) in respect of the early admission of children to primary school education.
- 4. Appointment Panels** (Constituted in terms of The Parental Involvement in Headteacher and Deputy Headteacher Appointments (Scotland) Regulations 2007)

Terms of Reference

It shall be remitted to the Panels to interview and appoint persons for the posts of headteacher or deputy headteacher of a school subject to the appropriate Parent Council, where one has been established, to have the opportunity to be involved in the letting process, and to be represented on the Panel.

5. Perth and Kinross Educational Trust Committee

Comprising in accordance with the terms of The Perth and Kinross Educational Trust Scheme 1964:-

11 members of the Lifelong Learning Committee;
 1 person from the Church of Scotland Presbytery of Dunkeld;
 1 person from the Church of Scotland Presbytery of Perth;
 1 person from the Church of Scotland Presbytery of Auchterarder;
 2 persons from the Perth and Kinross local association of the Educational Institute of Scotland;

1 person from the Governors of the McLaren Educational Trust from their own number as a life member, to be succeeded by one person to be nominated by the Church of Scotland Presbytery of Stirling and Dunblane, who shall be the Minister of St Kessog's Church, Callander or the Minister of St Bride's Church, Callander; and
1 person from the Senatus Academicus of the University of St Andrews.

Terms of Reference

It shall be delegated to the Committee to undertake the functions of the Council under The Perth and Kinross Educational Trust Scheme 1964.

6. Education Appeal Committee

In terms of Section 28D of the Education (Scotland) Act 1980 and in accordance with Schedule A1 to that Act, the Council shall appoint an Education Appeal Committee.

Constitution

The Committee will comprise elected members who are members of the Lifelong Learning Committee, parents of children currently of school age nominated by either Parent Councils or Parent Forums, and persons from the Perth and Kinross area who have experience in education or are acquainted with the educational conditions in the area.

Quorum

Any sitting of the Committee shall consist of 3 persons, no more than 2 of whom may be elected members. An elected member shall not be Convener.

Terms of Reference

It is remitted to the Committee to consider –,

- a) In terms of the Education (Scotland) Act 1980 as amended, appeals against decisions of the Education Authority:-
to refuse requests for places in schools;
to exclude a pupil from school; and
- b) In terms of the Education (Additional Support for Learning) (Scotland) Act 2004 as amended, appeals against decisions of the Education Authority to refuse requests for pupils with additional support needs to attend mainstream schools.

The Committee may either confirm or refuse to confirm the decision of the Education Authority. If the Committee refuses to confirm a decision, the Education Authority must give effect to the Committee's decision.

9. LICENSING COMMITTEE

Membership

9.1 The Licensing Committee shall consist of thirteen members of the Council.

Quorum

9.2 Four members of the Committee shall constitute a quorum.

Terms of Reference

9.3 There shall stand referred to the Licensing Committee the following:-

9.4 To determine applications for licences, permits and registrations in terms of the following Acts and all related subordinate legislation and to exercise discretion in terms of any condition attached to such licences, permits or registrations where the approval of the Council as Licensing Authority is required:

Animal Boarding Establishments Act 1963;
 Breeding of Dogs Act 1973
 Breeding and Sale of Dogs (Welfare) Act 1999;
 Caravan Site and Control of Development Act 1960;
 Cinemas Act 1985;
 Civic Government (Scotland) Act 1982;
 Dangerous Wild Animals Act 1976;
 Deer (Scotland) Act 1996;
 Explosives Act 1875;
 Fireworks Act 2003;
 Gambling Act 2005;
 Game Licences Act 1860
 Game Acts 1831 and 1980;
 Housing (Scotland) Act 2006 Part 5
 Hypnotism Act 1952;
 Marriage (Scotland) Act 2002;
 Pet Animals Act 1951;
 Petroleum Regulation Act 1928 and 1936;
 Petroleum (Consolidation) Act 1928;
 Poisons Act 1972;
 Police, Public Order and Criminal Justice (Scotland) Act 2006
 Riding Establishments Act 1964 and 1970;

 Zoo Licensing Act 1981;

9.5 To otherwise exercise the powers and duties of the Council under the Civic Government (Scotland) Act 1982.

9.6 To determine, implement and monitor the Council's policy in relation to those functions referred to above.

9.7 To set fees and charges for those licences, registrations and permits referred to above.

- 9.8 To exercise the powers of the Council under Anti-Social Behaviour etc. (Scotland) Act 2004 Part 8.
- 9.9 To grant, refuse, suspend and revoke licences, registrations or approvals where legally appropriate and set conditions in terms of the following and including all associated legislation:

Approval of Premises

Animal Health Act 1981

Animal Health & Welfare (Scotland) Act 2006

Dairy Products (Hygiene) (Scotland) Regulations 1995

Egg Products Regulations 1993

Food Safety (Fishery Products and Live Shellfish) (Hygiene) Regulations 1998

Meat Products (Hygiene) Regulations 1994

Minced Meat and Meat Preparations (Hygiene) Regulations 1995

Slaughter of Animals (Scotland) Act 1980

Food Safety

General Food Hygiene (Butcher's Shops) Amendment (Scotland) Regulations 2000

Natural Mineral Water Recognitions

Natural Mineral Water, Spring Water and Bottled Drinking Water Regulations 1999

Public Health (Scotland) Act 1897

Registration of Premises

Ice Cream (Scotland) Regulations 1948

Safety Certificates

Safety of Sports Grounds Act 1975

Byelaws and Management Rules

- 9.10 To consider the promotion of Byelaws for recommendation to the Council
- 9.11 To consider the creation of Management Rules

10. PLANNING AND DEVELOPMENT MANAGEMENT COMMITTEE

Membership

- 10.1 The Planning and Development Management Committee shall consist of thirteen members of the Council.

Quorum

- 10.2 Four members of the Committee shall constitute a quorum.

Terms of Reference

- 10.3 There shall stand referred to the Planning and Development Management Committee the following:-
- 10.4 In accordance with the [Scheme of Delegation](#) approved by Scottish Ministers in October 2016, to exercise the development management functions of the Council as Planning Authority under the terms of the Town and Country Planning (Scotland) Act 1997 as amended by the Planning Etc. (Scotland) Act 2006, the Planning (Listed Buildings and Conservation Areas) (Scotland) Act 1997 as amended and all related subordinate legislation, in relation to:-
- (i) applications for planning permission for major developments which are not significantly contrary to the development plan, unless the Executive Director (Communities) intends to refuse solely on the ground of inadequate information to enable determination; and
 - (ii) applications for planning permission for local developments, for listed building consent, conservation area consent, hazardous substances consent and advertisement consent where -
 - (a) the applicant is a member or chief officer of the Council; or
 - (b) the recommendation by the Executive Director (Communities) is for approval, but the proposal is significantly contrary to the development plan; or
 - (c) the recommendation by the Executive Director (Communities) is for approval, but the proposal has attracted six or more *valid planning objections from a Community Council, household, business address or interest group with multiple letters from the same household, organisation or property counting as one letter of objection; or
 - (d) a similar application at the same site had previously been determined by the Committee and the recommendation is contrary to the previous committee decision.

Note: For the purposes of the above, the Executive Director (Communities) includes any person appointed in writing by them to exercise delegated powers under the Local Government Act (Scotland) 1973.

* *Valid planning objections* means only those submitted within the time in which representations must be made

- 10.5 To deal with applications for certificates for appropriate alternative development under the provisions of the Land Compensation (Scotland) Act 1963 and all related subordinate legislation.
- 10.6 To exercise the functions of the Council as Building Standards Authority under the terms of the Building (Scotland) Act 2003 and all related subordinate legislation.

Sub-Committees

- 10.7 The Committee shall appoint the following Sub-Committee:

Appeals Sub-Committee

Comprising three members of the Committee, being the Convener and Vice-Convener and one other member of the Committee

Terms of Reference

It shall be delegated to the Sub-Committee to hear and determine appeals against the refusal by the Executive Director (Communities) to grant relaxations of the specified Building Standards.

11. COMMON GOOD FUND COMMITTEE(S)

Membership

- 11.1 The Common Good Fund Committee(s) shall consist of the Convener and one of the Vice-Conveners of the Strategic Policy and Resources Committee and the local members for the appropriate Common Good Fund area. The Committees may, if they so wish, invite a member of the local community council(s) to join the Committee as advisory non-voting members.

Quorum

- 11.2 One-quarter of the voting members of the Committee present at the meeting will constitute a quorum.

Terms of Reference

- 11.3 There shall stand referred to the Common Good Fund Committee(s) the following functions:-

To determine all matters involving the disbursement of Common Good Fund monies including setting the annual budget and approving the Audited Annual Accounts, and

To determine all matters relating to property or land or other assets held by the Common Good Funds.

12. LOCAL REVIEW BODY

Membership

- 12.1 The Local Review Body will consist of three elected members drawn from a panel of elected members of the Planning and Development Management Committee; and one substitute member from that panel for each meeting.

Quorum

- 12.2 Three members of the Local Review Body will constitute a quorum.

Terms of Reference

- 12.3 To consider and determine applications for review of decisions made by officers under delegated powers in respect of planning applications for local developments in accordance with Section 43(a)(8) of the Town and Country Planning (Scotland) Act 1997 as amended and the Town and Country Planning (Schemes of Delegation and Local Review Procedure) (Scotland) Regulations 2013 and the Town and Country Planning (Development Management Procedure) (Scotland) Regulations 2013.
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13. PRE-DETERMINATION COMMITTEE

Membership

- 13.1 The Pre-Determination Committee shall consist of all elected members of the Council.

Quorum

- 13.2 Ten members of the Council will constitute a quorum.

Terms of Reference

- 13.3 To hold pre-determination hearings prior to determination of the application by full Council in terms of Section 38A of the Town and Country Planning (Scotland) Act 1997 as amended and the Town and Country Planning (Development Management Procedure) (Scotland) Regulations 2013.

14. PERTH AND KINROSS INTEGRATION JOINT BOARD

Constitution

- 14.1 Perth and Kinross Integration Joint Board is a statutory body constituted in terms of The Public Bodies (Scotland) (Integration Joint Board Establishment) (Scotland) Order 2015.
- 14.2 The functions delegated by the Council to the Board, as well as its membership, chairperson, quorum, and powers are more specifically set out in the [Perth and Kinross Integration Scheme](#), being an agreement between Perth and Kinross Council and Tayside NHS Board approved by Scottish Ministers in March 2015.

Membership

- 14.3 Voting membership comprises four persons nominated by the Council and four persons appointed by the NHS Board, each of whom may have a proxy.

Chair

- 14.4 The Chair shall rotate every two years between a Chair nominated by the Council and one nominated by the NHS Board. The Vice Chair is nominated from whichever of the Council or NHS nominees who is not then the Chair.

Quorum

- 14.5 At least four voting members of the Board with both Council and NHS Board members present.

Delegated Powers

- 14.6 Perth & Kinross Integration Joint Board has fully delegated powers to implement its functions.

Functions referred to the Integrated Joint Board as set out in the Integration Scheme

- Social work services for adults and older people
- Services and support for adults with physical disabilities
- Assessment services
- Intake services
- Services and support for adults with learning disabilities
- Mental health services
- Drug and alcohol services
- Adult protection and domestic abuse
- Carers support services
- Support services
- Health improvement services
- Housing support services

Functions delegated to the Integrated Joint Board as set out in the Integration Scheme

- National Assistance Act 1948
- The Disabled Persons (Employment) Act 1958
- The Social Work (Scotland) Act 1968
- The Local Government and Planning (Scotland) Act 1982
- Disabled Persons (Services, Consultation and Representation) Act 1986
- The Adults with Incapacity (Scotland) Act 2000
- The Housing (Scotland) Act 2001
- The Community Care and Health (Scotland) Act 2002
- The Mental Health (Care and Treatment) (Scotland) Act 2003
- The Housing (Scotland) Act 2006
- The Adult Support and Protection (Scotland) Act 2007
- Social Care (Self-directed Support) (Scotland) Act 2013

SECTION 3 - DELEGATION TO OFFICIALS

(AS REQUIRED BY SECTION 50G (2) OF THE LOCAL GOVERNMENT (SCOTLAND) ACT 1973)

15. GENERAL PROVISIONS

- 15.1 Where statutory powers are delegated to the Chief Executive, Executive Director, Chief Operating Officer or any other officer, those powers are to be exercised (i) subject to the Council or the relevant Committee retaining overall control of general policy matters and (ii) subject to the power contained in Section 56(4) of the Local Government (Scotland) Act 1973 allowing the Council or the relevant Committee to exercise those statutory powers.
- 15.2 The Chief Executive, Executive Directors, Chief Operating Officer or any other officer possessing delegated powers in terms of this Scheme may, unless otherwise stated, authorise any other officer to exercise that delegated power. A record should be kept of such further delegation.
- 15.3 The Chief Executive, any Executive Director or the Chief Operating Officer are authorised to take, or make arrangements for, any action required to implement any decision of the Council, its Committees or any decision taken in the exercise of delegated powers.
- 15.4 The Chief Executive, any Executive Director or the Chief Operating Officer are authorised to take all necessary actions in order to effect the delivery of their services and the management of their staff.
- 15.5 The Chief Executive, any Executive Director or the Chief Operating Officer are authorised to take such measures as may be required in emergency situations, subject to reporting to Council or the relevant Committee as soon as possible on any matters for which approval would normally be necessary.
- 15.6 In exercising the authority delegated to them, officers must act in accordance with the policies and procedures of the Council, its Committees and Sub-Committees.
- 15.7 The Chief Executive, any Executive Director or the Chief Operating Officer are authorised to enter into contracts on behalf of the Council in accordance with the Council's Contract Rules and Contract & Procurement Guidance.
- 15.8 The Chief Executive, any Executive Director or the Chief Operating Officer, in consultation with the Head of Finance may determine ex-gratia payments in respect of claims against the Council of up **to £10,000**.
- 15.9 The Chief Executive, any Executive Director or any Depute Director, and the Chief Operating Officer may in accordance with Council's recruitment policies and procedures, appoint Heads of Service or equivalent and all employees below the level of Head of Service or equivalent.

- 15.10 The Chief Executive, any Executive Director or the Chief Operating Officer may amend the establishment of their Service in respect of the number and grading of posts, provided the Head of Finance and the Corporate Human Resources Manager have been consulted.
- 15.11 The Chief Executive, any Executive Director or the Chief Operating Officer may attend or may authorise any employee in their Service to attend conferences, meetings (including appropriate professional associations) or undertake visits, both within and outwith the United Kingdom relating to the duties of that employee.
- 15.12 The Chief Executive may, in consultation with the Head of Finance and the Corporate Human Resources Manager, approve applications to leave the employment of the Council on grounds of redundancy and/or early retirement by any employee in their Service (with the exception of Chief Officers), where a saving will be generated.
- 15.13 The Chief Executive, any Executive Director or the Chief Operating Officer may approve requests to work under flexible retirement provisions where there is no cost to the pension fund.
- 15.14 The Chief Executive, any Executive Director or the Chief Operating Officer may declare any property held by their Service surplus to operational requirements.

16. CHIEF EXECUTIVE

16.1 The Chief Executive is authorised:

- To give a direction in special circumstances that any official shall not exercise a delegated function, or to exercise that delegated function, always subject to reporting to the next meeting of the Council or the relevant Committee.
- To act as Returning Officer / Counting Officer for all elections / referenda. The Chief Accountant is the Depute Returning Officer.
- To suspend the Chief Operating Officer or any Executive Director from duty, subject to any appropriate statutory provisions and to reporting the suspension to the Strategic Policy and Resources Committee as soon as practicable.
- In consultation with the Provost, to grant civic hospitality up to a maximum cost of £1,000.

17. ROLE OF DEPUTE CHIEF EXECUTIVE

- 17.1 The Executive Director (Communities) and the Executive Director (Education and Children's Services) will deputise for the Chief Executive as may be required from time to time in their absence. When doing so, they may use the title of Depute Chief Executive.
- 17.2 Should at any point there be extended absence or unavailability of the substantive Chief Executive, the Executive Director (Communities) will become the Interim Chief Executive.

18. CHIEF OPERATING OFFICER

18.1 The Chief Operating Officer is authorised:-

Procurement

- To exercise the functions on behalf of the Council in relation to the operation of the Tayside Procurement Consortium and Council procurement functions, including tender award report.

Pensions

- In relation to the Local Government Pension Scheme (Benefit, Membership and Contributions) (Scotland) Regulations 2008, to determine pension discretions other than those contained in [Report 15/400](#).

Information Risk

- To be designated as the Senior Information Risk Officer

Property

- To act as the Council's agent in all property matters.
- To dispose of any property or right in property valued by the Head of Property at £100,000 or less either by negotiation or advertisement and subject to section 74 of the Local Government (Scotland) Act 1974 (the duty to obtain best reasonable consideration), as amended by Section 11 of the Local Government in Scotland Act 2003 and the Disposal of Land by Local Authorities (Scotland) Regulations 2010.
- To acquire any property or right in property in respect of which there is a relevant project or programme and budget provision and instructions have been received from the relevant Executive Director.
- To manage the Council's leasehold portfolio including, without prejudice to the generality, agreeing tenancies, rentals, rent reviews, assignments, sub-tenancies, terminations and renewals.

Energy Management and Conservation

- To undertake carbon trading in consultation with the Head of Finance and the Head of Legal and Governance Services in accordance with the Carbon Reduction Commitment Energy Efficiency Scheme.

19. HEAD OF CULTURE AND COMMUNITY SERVICES

19.1 The Head of Culture and Community Services is authorised:

Community Councils

- To exercise the functions of the Council in relation to Community Councils in terms of the Local Government (Scotland) Act 1973 and all related subordinate legislation.

20. HEAD OF LEGAL AND GOVERNANCE SERVICES

20.1 The Head of Legal and Governance Services is authorised:

General

- To make orders for the prohibition, restriction etc. of traffic in terms of the Road Traffic Regulation Act 1984 and the Roads (Scotland) Act 1984 or any amending or superseding legislation.
- To make orders for the temporary prohibition or restriction of traffic in terms of Section 14(1) of the Road Traffic Regulation Act 1984 and Section 62 of the Roads (Scotland) Act 1984 or any amending or superseding legislation.
- To institute, defend or appear in any legal proceedings or any inquiry held by or on behalf of any minister or public body under any enactment (including, for the avoidance of doubt, proceedings before any statutory tribunal, board or authority).
- To execute, publish or serve on any person or body, any notice, direction, order, licence, summons, writ or other document which the Council is required or authorised to execute, publish or serve under any Act or any regulation or order made thereunder.
- To receive notifications of public processions and to either approve or make orders imposing conditions on the holding of such processions under Section 63(1) of the Civic Government (Scotland) Act 1982.
- To exercise the functions of the Council in terms of the following Acts and all relevant subordinate legislation:

Regulation of Investigatory Powers Act 2000

Regulation of Investigatory Powers (Scotland) Act 2000

Licensing Under the Civic Government (Scotland) Act 1982 and Housing (Scotland) Act 2006

- To exercise the functions of the Council under the above Acts except:-
 - (i) The approval of an application for a licence or variation of the terms of a licence where an objection or unfavourable representation has been received in relation to the application, and
 - (ii) The suspension of a licence under paragraph 11 of Schedule 1 of the 1982 Act.
 - (iii) The revocation of a house in Multiple-Occupation license under Section 139 of the 2006 Act.

Permits under the Gambling Act 2005

- To approve applications for permits in terms of the Gambling Act 2005.

Byelaws and Management Rules

- To maintain (a) the Register of Byelaws and (b) the Register of Management Rules.
- To initiate reviews of current Byelaws and Management Rules.

Anti-Social Behaviour etc. (Scotland) Act 2004 – Private Landlord Registration

- To register landlords where there are no adverse reports and to issue rent penalty notices under Section 94 and notice of relocation under Section 95.

Children's Hearings Scotland

- To exercise the functions of the Council in respect of the arrangements for the appointment of legal representatives to children under the Children's Hearings (Legal Representation) (Scotland) Rules 2002 and Children's Hearings (Scotland) Act 2011.
- To exercise the functions of the Council in respect of the relevant area of the Tayside Area Support Team and the Panel or Panels appointed under the Children's Hearings (Scotland) Act 2011, including arrangements for training of relevant members of said Area Support Team and Panel or Panels.

Registration of Births, Deaths, Marriages, Civil Partnerships and Other Life Events

- To exercise the functions of the Council as local Registration Authority for the purposes of the Registration of Births, Deaths and Marriages (Scotland) Act 1965, Marriage (Scotland) Act 1977, Civil Partnership Act 2004 and the Local Electoral Administration and Registration Services (Scotland) Act 2006, and all related subordinate legislation.

- 20.2 In the absence of the Head of Legal and Governance Services, Legal Managers shall be authorised to do anything delegated to the Head of Legal and Governance Services.

21. HEAD OF FINANCE

21.1 The Head of Finance is authorised:

Finance

- To make the necessary arrangements in accordance with the CIPFA Code of Practice on Treasury Management for duly authorised borrowing and lending in terms of Schedule 3 to the Local Government (Scotland) Act 1975.

22. EXECUTIVE DIRECTOR (EDUCATION AND CHILDREN'S SERVICES)

22.1 The Executive Director (Education and Children's Services) is authorised:

Children's Services

- To carry out the functions of the Council to enable it to fulfil its duties in relation to child care in terms of the following Acts and all related subordinate legislation:-
 - Adoption (Intercountry Aspects) Act 1999
 - Adoption and Children (Scotland) Act 2007
 - Adults with Incapacity (Scotland) Act 2000
 - Anti-Social Behaviour etc. (Scotland) Act 2004
 - Carers (Recognition and Services) Act 1995
 - Children (Scotland) Act 1995
 - Children Act 1975
 - Children and Young People (Scotland) Act 2014
 - Children and Young Persons (Scotland) Act 1937
 - Children's Hearings (Scotland) Act 2011
 - Chronically Sick and Disabled Persons Act 1970
 - Chronically Sick and Disabled Persons Act 1972
 - Community Care (Direct Payments) Act 1996
 - Immigration and Asylum Act 1999
 - Disabled Persons (Services, Consultation and Representation) Act 1986
 - Foster Children (Scotland) Act 1984
 - Mental Health (Care and Treatment) (Scotland) Act 2003
 - Nationality, Immigration and Asylum Act 2002
 - Social Work (Scotland) Act 1968
 - Education (Additional Support for Learning) (Scotland) Act 2004
 - Protection of Children (Scotland) Act 2003
 - Protection of Vulnerable Groups (Scotland) Act 2007
 - Public Services Reform (Scotland) Act 2010
- To act as Agency Decision Maker in connection with the approval, amendment or rejection of recommendations made by the Fostering and Permanence Panel.
- Support Assistance for Young People Leaving Care (Scotland) Regulations 2003
 - (i) To provide the minimum level of Financial Support to young people leaving care at age 16.
 - (ii) Approve individual payments in consultation with Convener and Vice-Conveners.

Schools Education

- To carry out the functions of the Council as Education Authority in terms of the Acts set out at paragraph (i) below and all related subordinate

legislation, subject to the qualification in paragraph (ii) below and under the exception of the specific provisions of the Education (Scotland) Act 1980 set out in paragraph (iii):-

- (i) Children and Young Persons (Scotland) Act 1937
Children (Scotland) Act 1995
Education (Additional Support for Learning) (Scotland) Act 2004
Education (Scotland) Act 1980
Education (Scotland) Act 2016
Road Traffic Regulation Act 1984
Scottish Schools (Parental Involvement) Act 2006
Self-Governing Schools etc. (Scotland) Act 1989
Standards in Scotland's Schools etc. Act 2000
- (ii) In respect of exclusions of pupils, the power to exclude may be exercised by the Head Teacher and in the absence of the Head Teacher by a Depute Head Teacher. Where neither Head Teacher nor the Depute Head Teacher is available to consider a possible exclusion, a Head of Education or a Service Manager, School Improvement Services, may exercise the power to exclude.

In respect of a referral that a pupil be removed from the school register, only a Head of Education may make such a decision.

- (iii) Section 20 - Acquisition of land and execution of works
Section 22 - Discontinuance and moves of educational establishments
Section 22A - Any proposals requiring consultation under this Section
Section 79 - Receiving and administering bequests
Section 105 - Schemes for management of endowments
- To determine requests for lets, including free lets or lets at reduced charge of educational facilities.
 - To determine applications for the employment of children in terms of the Perth and Kinross Council Bye-laws on the Employment of Children 1999.
 - To determine applications for licences in respect of children taking part in public performances in terms of the Children (Performances) Regulations 1968.
 - To approve requests from teachers who meet the criteria set by SPPA wind down and to take phased retirement, where there are no costs to the Council.

Criminal Justice

- To carry out the functions of the Council in relation to criminal justice services in terms of the following Acts and all related subordinate legislation:-
 - Crime and Disorder Act 1998
 - Criminal Justice (Scotland) Act 2003
 - Criminal Procedure (Scotland) Act 1995
 - Management of Offenders (Scotland) Act 2005
 - Mental Health (Care and Treatment) (Scotland) Act 2003
 - Prisons (Scotland) Act 1993
 - Prisoners and Criminal Proceedings (Scotland) Act 1993
 - Protection of Children and Prevention of Sexual Offences (Scotland) Act 2005
 - Sexual Offences Act 2003
 - Sexual Offences (Scotland) Act 2009
 - Social Work (Scotland) Act 1968
- To accept or reject material offered as donations, loans, sponsorship or bequests in respect of Education and Children's Services.

23. EXECUTIVE DIRECTOR (COMMUNITIES)

23.1 The Executive Director (Communities)) is authorised:-

Housing

- To exercise the functions of the Council in terms of the following Acts and all related subordinate legislation:-
 - Anti-Social Behaviour etc. (Scotland) Act 2004
 - Council Tax (General) Regulations 1992
 - Crime & Disorder Act (Chapter ii), and Anti-Social Behaviour etc. (Scotland) Act 2004
 - Housing Act 1988
 - Housing Benefit (General) Regulations 1987
 - Housing (Scotland) Acts 1987, 1988, 2001, 2006 (with the exception of Part 5 Houses in Multiple Occupation) and 2010
 - Housing (Scotland) Act 2014
 - Land Compensation (Scotland) Act 1973
 - Leasehold Reform Housing and Urban Development Act 1993
 - Local Government (Scotland) Act 1975
 - Local Government Finance Act 1992,
 - Local Government etc. (Scotland) Act 1994
 - Regulation of Investigatory Powers Act 2000
- To implement, determine and vary conditions of let for Council house tenants, including, eviction, where appropriate.
- To allocate Council houses in accordance with the scheme approved by the Council.
- To approve future payments from the Council Tax Income on Second Homes Earmarked Reserve, in accordance with the policy for the use of the fund detailed in Report 08/131 (and previously approved by Housing and Health Committee on 23 February 2005) (Art. 135) (Report No. 05/108), up to a limit of £100,000.
- To award Rates relief in accordance with legislation and the Council's agreed discretionary policies.
- To act as the responsible person in terms of the Property Factors (Scotland) 2011 as approved by the Housing and Health Committee on 31 October 2012 (Art. 518) ([Report 12/481](#)).

Community Safety

- To exercise the functions of the Council in relation to the Local Licensing Forum in terms of the Licensing (Scotland) Act 2005 and all related subordinate legislation.

Arts and Cultural Services / Sport and Leisure Services / Library and Archive Services

- To exercise the functions of the Council in terms of the following Acts and all related subordinate legislation:-

Public Libraries Consolidation (Scotland) Act 1887
Local Government (Scotland) Act 1973
Local Government and Planning (Scotland) Act 1982

Environment

- To exercise the Council's functions as contained in the following Acts and all related subordinate legislation:-

Agriculture Act 1970;
Animal Boarding Establishments Act 1963;
Animal Health Act 1981;
Animal Health and Welfare (Scotland) Act 2006;
Anti-social Behaviour Act 2004 (ASP 8);
Breeding of Dogs Act 1973 and the Breeding and Sale of Dogs (Welfare) Act 1999;
Burial Grounds (Scotland) Act 1855 and Amendment Acts 1881 and 1886;
Caravan Site and Control of Development Act 1960;
Carbon Reduction Commitment Energy Efficiency Scheme Order 2010;
Cinemas Act 1985;
Civic Government (Scotland) Act 1982 (Section 45);
Climate Change Scotland Act 2009;
Consumer Credit Act 1974;
Consumer, Estate Agents and Redress Act 2007;
Consumer Protection Act 1987;
Control of Pollution Act 1974;
Cremation Act 1902;
Dangerous Wild Animals Act 1976;
Deer (Scotland) Act 1996;
Dog Fouling (Scotland) Act 2003;
Environment Act 1995;
Environmental Assessment (Scotland) Act 2005;
Environmental Protection Act 1990;
European Communities Act 1972;
Explosive Act 1875;
Fair Trading Act 1973;
Food Safety Act 1990;
Game Licenses Act 1860 and the Games Acts 1831 and 1980);
Health and Safety at Work Etc. Act 1974;
High Hedges (Scotland) Act 2013
Housing Acts 1969 – 2001;
Housing (Scotland) Act 2006 Part 3 and Associated Prescribed Documents Regulations;

Local Government (Scotland) Acts 1929-1981;
 Local Government in Scotland Act 2003;
 Local Government and Planning (Scotland) Act 1982;
 National Assistance Act 1948 (Burials and Cremation Only);
 Nature Conservation (Scotland) Act 2004;
 Performing Animals (Regulation) Act 1925;
 Pet Animals Act 1951;
 Petroleum Regulation Act 1928 and 1936;
 Petroleum (Consolidation) Act 1928;
 Poisons Act 1972;
 Public Health (Scotland) Act 1897;
 Refuse Disposal Amenity Act 1978;
 Riding Establishments Act 1964 and 1970;
 Sewerage (Scotland) Act 1968;
 Theatres Act 1968;
 The Tobacco and Primary Medical Services (Scotland) Act 2010;
 Town and Country Planning (Scotland) Act 1997 except in so far as provided for in relation to section 43A below;
 Trade Descriptions Act 1968;
 Water Environment and Water Services Act 2003;
 Water (Scotland) Act 1980;
 Weights and Measures Act 1985;
 Zoo Licensing Act 1981.

- To grant conditionally or otherwise, refuse or suspend where legally appropriate, and to designate officers to grant conditionally or otherwise, refuse or suspend where legally appropriate, licences, registrations, recognitions or approvals in terms of the legislation referred to above.
- To administer the Council's Housing Grant Scheme in terms of the Housing (Scotland) Act 1987 and the Civic Government (Scotland) Act 1982.
- To exercise the functions of the Council in terms Part 1 of the Smoking Health and Social Care (Scotland) Act 2005 and all related subordinate legislation:-
 - (i) The consideration of representations and the hearing of appeals relative to Part 1 of the Smoking, Health and Social Care (Scotland) Act 2005 be delegated to the Executive Director (Housing and Environment) and the Head of Environmental and Consumer Services.
 - (ii) Arrangements for administration of Fixed Penalties be delegated to the Executive Director (Housing and Environment).
- To negotiate with potential partners to provide toilet facilities for the public in connection with the Perth and Kinross Comfort Scheme and enter into Minutes of Agreement therefore.

- To set the charges for the range of recycling and composting skip hire services to be offered.
- To appoint competent persons in terms of Part 1 of the Public Health (Scotland) Act 2008, and to maintain a list of such competent persons.

Countryside

- To exercise the functions of the Council in terms of the Countryside (Scotland) Act 1967 and all related subordinate legislation, but with the following exceptions:
 - Section 24 - Acquisition of land for public access
 - Section 31 - Creation of public paths by compulsion
 - Sections 34 -38 - Closure and diversion of public paths
 - Section 54 - Byelaws
- To exercise functions of the Council in terms of the Land Reform (Scotland) Act 2003 and all related subordinate legislation, but with the following exceptions:
 - Section 11 - Power to exempt land from the right of access for 6 days or longer
 - Section 12 – Making Byelaws
 - Section 16 - Acquisition of land to enable or facilitate access rights
 - Section 18 - Core paths plan: further procedure - giving notice of the plan, formal consultation, adopting it etc.
 - Section 22 - Path orders
 - Section 25 - Appointments to local access forum
- To agree terms and conditions for access agreements to the countryside provided that any consideration, exclusive of fees and costs, does not exceed £5,000.

Roads and Traffic

- To exercise the functions of the Council as roads authority in terms of the Roads (Scotland) Act 1984 and all related subordinate legislation, but with the following exceptions –
 - (i) Part III where the applicant objects to proposed conditions in respect of consents
 - (ii) Section 97 - Permitting trading on A class roads.
- The Executive Director shall have the power to promote and propose and where no objections are raised, confirm roads orders in terms of the Road Traffic Regulation Act 1984 and any subsequent legislation regulating the use of the Perth and Kinross Council roads network.
- To exercise the functions of the Council in terms of the Road Traffic Acts 1988 and 1991 and all related subordinate legislation.

- To exercise the functions of the Council in terms of the New Roads and Street Works Act 1991 and all related subordinate legislation.
- To exercise the functions under the Transport (Scotland) Act 2005.
- To carry out the naming and numbering of streets in terms of the Civic Government (Scotland) Act 1982.

Public Transport

- To exercise the functions of the Council in terms of the Transport Act 1985 and the Transport (Scotland) Act 2001, and all related subordinate legislation.
- To carry out the management and administration of the day to day operation of school and special education transport on behalf of the Executive Director (Education and Children's Services), and client transport on behalf of the Chief Officer of the Health and Social Care Partnership, including the specification, tendering and award of conveyance contracts.

Flood Prevention

- To exercise the functions of the Council in terms of the following and all related subordinate legislation:

Flood Prevention (Scotland) Act 1961

Flood Risk Management (Scotland) Act 2009

Reservoirs

- To exercise the functions of the Council in terms of the Reservoirs Act 1975, and all related subordinate legislation.

Public Order

- To make Orders under Section 14A of the Public Order Act 1986.

Affordable Housing Developer Contributions

- To determine the tenure of affordable housing required in accordance with the decision of the Enterprise and Infrastructure Committee on 17 January 2007.
- In consultation with the Convener of the Environment and Infrastructure Committee, to approve grants of up to a maximum of £200,000 per site to meet the need for affordable housing as agreed by the Enterprise and Infrastructure Committee on 17 January 2007.

- In consultation with relevant local members and the Conveners of the Environment and Infrastructure Committee and the Housing and Communities Committee:-
 - (i) to agree to proposals from developers to build up affordable housing credits on particular sites;
 - (ii) to agree to the use of accrued affordable credits to offset the affordable requirements on other sites within the same housing market area; and
 - (iii) to extend the period for which credits can be held, up to a maximum period of 10 years.

Financial Assistance

- To determine requests between £2,001 and £50,000 under the Financial Assistance to the Voluntary Sector Revenue Budget and the Community Environment Challenge Fund.
- To determine requests for funding from the Auchterarder Community Challenge Fund up to a maximum of £50,000.

Development Planning

- In accordance with the [Scheme of Delegation](#) approved by Scottish Ministers in October 2016 to exercise the functions of the Council as Planning Authority in terms of the Town and Country Planning (Scotland) Act 1997 as amended by the Planning Etc. (Scotland) Act 2006, the Planning (Listed Buildings and Conservation Areas) (Scotland) Act 1997 as amended and all related subordinate legislation.
- Nothing in the above clauses shall prohibit the Depute Chief Executive from approving any planning application for a development which already has a valid planning consent where the Development Plan and land use circumstances are unchanged from the time of the grant of planning permission.

Building Standards

- To exercise functions of the Council in terms of the Building (Scotland) Act 2003 and all related subordinate legislation.
- To determine applications for licences in terms of the following and all related subordinate legislation:-
 - Raised Platforms (Civic Government (Scotland) Act 1982)
 - Safety Certificates (Safety of Sports Grounds Act 1975)
- To issue prohibition notices in terms of Section 10 of the Safety of Sports Grounds Act 1975 as amended by Section 23 of the Fire Safety and Safety of Places of Sport Act 1987 restricting the admission of spectators to a sport ground, or any part of it, if that admission would involve a serious risk to spectators.

Economic Development

- To exercise the functions of the Council in terms of Section 154 of the Local Government (Scotland) Act 1973 and all relevant subordinate legislation in relation to Perth Harbour.
- To approve –
 - (i) event funding applications up to £10,000
 - (ii) employability initiatives and business grant applications up to £20,000
 - (iii) business loan applications up to £50,000

24. CHIEF OFFICER / DIRECTOR – INTEGRATED HEALTH AND SOCIAL CARE

- 24.1 The Perth and Kinross Integration Joint Board is obliged to appoint a Chief Officer / Director – Integrated Health and Social Care in accordance with Section 10 of the Public Bodies (Joint Working) (Scotland) Act 2014.
- 24.2 The specific provisions relating to the role are as set out in Section 7 of the Perth and Kinross Integration Scheme.

25. STATUTORY APPOINTMENTS OF OFFICERS

25.1 In terms of various statutes, the Council is required to appoint Officers for a variety of particular purposes. Officers so appointed are empowered to take such action as is implicit in their role. The statutory appointments agreed by the Council are as follows:

<u>STATUTORY PROVISION</u>	<u>PURPOSE / ROLE</u>	<u>OFFICER</u>
Social Work (Scotland) Act 1968		
s.3	Chief Officer of Social Work	Depute Director (Education and Children's Services)
Local Government (Scotland) Act 1973		
s.33A	Proper Officer for various purposes in connection with Councillors' declaration of acceptance of office	Chief Executive Head of Legal & Governance Services
s.34	Proper Officer for receipt of Councillors' resignations	Chief Executive Head of Legal and Governance Services
s.43 and Sch.7	Proper Officer for various purposes in connection with meetings and proceedings of the Council, Committees and Sub-Committees	Head of Legal & Governance Services
ss.50A-50K	Proper Officer for various purposes in connection with access to meetings and documents of the Council, Committees and Sub-Committees	Head of Legal & Governance Services
s.92	Proper Officer for dealing with the transfer of securities	Head of Finance
s.95	Proper Officer for the administration of the Council's financial affairs	Head of Finance

<u>STATUTORY PROVISION</u>	<u>PURPOSE / ROLE</u>	<u>OFFICER</u>
s.190	Proper Officer for service of legal proceedings, notices, etc on the Council	Chief Executive Head of Legal & Governance Services Legal Managers
s.191	Proper Officer in respect of claims on behalf of the Council in sequestrations and liquidations	Head of Legal & Governance Services Legal Managers
s.192	Proper Officer for services of notices etc by Local Authority	Head of Legal and Governance Services Legal Managers
s.192-193	Proper Officer for the purpose of the execution of Notices of Proceedings under the Housing (Scotland) Act 2001	Executive Director (Communities))
s.192-193	Proper Officer for the purpose of signing tenancy agreements under the Housing (Scotland) Act 2001	Executive Director (Communities)) Head of Housing Area Housing Managers
s.193-194	Proper Officer in respect of authentication of documents and certifying deeds	Head of Legal & Governance Services Legal Managers
s.197	Proper Officers in respect of arrangements for the inspection and depositing of documents	Chief Executive Head of Legal & Governance Services Democratic Services Manager
ss.202-204	Proper Officer for various purposes in connection with byelaws	Head of Legal & Governance Services
s.206	Proper Officer in respect of the keeping of a register of persons admitted as freemen of the Council's area	Chief Executive

<u>STATUTORY PROVISION</u>	<u>PURPOSE / ROLE</u>	<u>OFFICER</u>
Licensing (Scotland) Act 2005		
Section 22	Competent Objector / Representations to the Licensing Board	Chief Executive and/or Executive Director (Education and Children's Services) and/or Executive Director (Communities)
Section 36	Applying for a Review of a Premises Licence to the Licensing Board	Chief Executive and/or Executive Director (Education and Children's Services) and/or Executive Director (Communities)
Para 8, Schedule 1	Clerk to the Licensing Board	Head of Legal & Governance Services
Civic Government (Scotland) Act 1982		
s.113	Proper Officer in respect of evidence of management rules	Head of Legal & Governance Services Legal Managers
Representation of the People Act 1983		
s.25 and s.41	Returning Officer	Chief Executive
Local Government and Housing Act 1989		
s.2	Proper Officer in respect of lists of politically restricted posts	Corporate Human Resources Manager
s.4	Head of Paid Service	Chief Executive
s.5 and 5A	Monitoring Officer	Head of Legal & Governance Services
Requirements of Writing (Scotland) Act 1995 Para 4, Schedule 2	Proper Officer in respect of execution of Deeds and use of the Council's seal	Chief Executive Head of Legal & Governance Services Legal Managers
Local Government (Contracts) Act 1997		
Section 3	Certification of contracts	Head of Legal and Governance Services Legal Managers

<u>STATUTORY PROVISION</u>	<u>PURPOSE / ROLE</u>	<u>OFFICER</u>
Town and Country Planning (Scotland) Act 1997 S43A	Delegated authority in respect of planning applications for local development	Executive Director (Communities); Head of Planning and Development; Development Management and Building Standards Service Manager; Development Management Team Leaders; and (for certain applications only) Development Management Planning Officers who have membership of the Royal Town Planning Institute and 2 years post-qualifying experience
Ethical Standards in Public Life etc. (Scotland) Act 2000 s.7 and The Ethical Standards in Public Life etc. (Scotland) Act 2000 (Register of Interests) Regulations 2003	Proper Officer for all purposes in connection with registration of Members' interests and other related purposes under the Councillors' Code of Conduct	Head of Legal & Governance Services
Article 37 of REGULATION (EU) 2016/679 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL Section 69 of the Data Protection Act 2018	Data Protection Officer	Information Compliance Manager

26. DUTIES OF STATUTORY OFFICERS

HEAD OF PAID SERVICE

- 26.1 The Head of Paid Service is a statutory appointment by virtue of Section 4 of the Local Government and Housing Act 1989. The Council has resolved that the Head of Paid Service is the Chief Executive.
- 26.2 Although a statutory appointment, the law does not require the Head of Paid Service to hold any specific qualifications. However, the post holder is expected to have appropriate leadership, communication and interpersonal skills and qualities of integrity and impartiality in order to deliver the statutory objectives of the post.
- 26.3 By virtue of section 2(1)(a) of the 1989 Act, the post of Head of Paid Service is designated as a politically restricted post, and accordingly is included in the list of such posts required to be maintained by the Council.

MONITORING OFFICER

- 26.4 The Monitoring Officer is a statutory appointment by the Council by virtue of Section 5 of the Local Government and Housing Act. The Council has resolved that the Monitoring Officer is the Head of Legal and Governance Services.
- 26.5 By virtue of Section 5(7) of the 1989 Act, the duties of the Monitoring Officer must be carried out personally by them or, where they are unable to act owing to absence or illness, personally by such member of their staff nominated by them as their deputy.
- 26.6 By virtue of Section 2(1)(e) of the 1989 Act, the post of Monitoring Officer is designated as a politically restricted post, and accordingly is included in the list of such posts required to be maintained by the Council.
- 26.7 Although a statutory appointment, the law does not require the Monitoring Officer to hold any specific qualification, and in particular, they do not require to be a solicitor or advocate. However, the recommendation of Audit Scotland is that the post holder should be in a position of sufficient seniority within the Council to enable them to carry out their statutory responsibilities effectively. This means that, irrespective of the substantive post which the Monitoring Officer holds in the Council, they will either be a member of the Council's Executive Officer Team, or have direct access to the Council's Chief Executive, Executive Directors, Chief Operating Officer and Heads of Service as they see fit.

PROPER OFFICER for FINANCIAL ARRANGEMENTS (Chief Financial or Section 95 Officer)

- 26.8 The Proper Officer for Finance Arrangements is a statutory appointment by virtue of Section 95 of the Local Government (Scotland) Act 1973 which requires local authorities to make arrangements for the proper administration of their financial affairs and appoint a Chief Financial Officer (CFO) to have responsibility for those arrangements. The Council has resolved that the Proper Officer is the Head of Finance.
- 26.9 By virtue of section 2(1)(b) and (6)(d) of the Local Government and Housing Act 1989, the post of CFO is designated as a politically restricted post, and accordingly is included in the list of such posts required to be maintained by the Council.
- 26.10 In Scotland, there is no statutory requirement for the CFO to be a member of a specified accountancy body.

CHIEF SOCIAL WORK OFFICER

- 26.11 The Chief Social Work Officer is a statutory appointment by virtue of Section 3 of the Social Work (Scotland) Act 1968. The Chief Social Work Officer is appointed for the purposes of the Council's functions under the 1968 Act and under those other enactments listed in Section 5(1B) of that Act. In broad terms, those functions cover all social work and social care services whether provided directly by the Council, in partnership with other agencies, or procured by the Council and provided by others on its behalf.
- 26.12 The qualifications required for the post are set out in the Qualifications of Chief Social Work Officers (Scotland) Regulations 1996 (S.I.1996/515 (1996/49)).
- 26.13 The Chief Social Work Officer is required by section 5(1) of the 1968 Act to carry out the duties of the post under the general guidance of the Scottish Ministers. The Scottish Ministers issued revised and finalised guidance in May 2016. <http://www.gov.scot/Publications/2016/07/3269/0>.
- 26.14 The Chief Social Work Officer is a "proper officer" of the Council in relation to its social work functions.
- 26.15 The Council has resolved that the Depute Director (Education and Children's Services) is the Chief Social Work Officer.
- 26.16 By virtue of Sections 2(1)(b) and (6)(c) of the Local Government and Housing Act 1989, the post is designated as a politically restricted post, and Accordingly it is included in the list of such posts required to be maintained by the Council.

DATA PROTECTION OFFICER

- 26.17 The Data Protection Officer (DPO) is a statutory appointment by virtue of Section 69 of the Data Protection Act 2018 and Article 37 of ~~Regulation (EU) 2016/679 of the European Parliament and of The Council the UK~~ (General Data Protection Regulation ("UK GDPR"). ~~The Council has a designated post of Data Protection Officer. Within the Council, the Information Compliance Manager fulfils the role of Data Protection Officer.~~
- 26.18 Whilst legislation does not explicitly prescribe qualifications of the DPO, the DPO must have an expert knowledge of ~~national and European~~ data protection law and practice and a thorough understanding of how to build, implement and manage data protection programmes.
- 26.19 The DPO is an independent role within the Council and as such cannot be directed in the performance of their statutory tasks.
- 26.20 The DPO must have direct access to the Council's Chief Executive, Executive Directors, Chief Operating Officer and Heads of Service as they see fit.
- 26.21 By virtue of Section 71 of the Act and provisions of the UK GDPR, the duties of the DPO must include the following;-
- (a) to inform and advise the controller or the processor and the employees who carry out processing of their obligations pursuant to this Regulation; ~~and to other Union or Member State data protection provisions;~~
 - (b) to monitor compliance with the UK GDPR and the Data Protection Act 2018, ~~with other Union or Member State data protection provisions~~ and with the policies of the controller or processor in relation to the protection of personal data, including the assignment of responsibilities, awareness-raising and training of staff involved in processing operations, and the related audits;
 - (c) to provide advice where requested as regards the data protection impact assessment under Section 64 and to monitor compliance
 - (d) to cooperate with the supervisory authority; and
 - (e) to act as the contact point for the supervisory authority on issues relating to processing, including the prior consultation referred to in Section 65 of the Data Protection Act, and to consult, where appropriate, with regard to any other matter.